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2006 NOV |4 P 1: 23

AFFICE OF INTERNATIONAL CORPORATE FINANCE

United States Securities and Exchange Commission Attn. Mr. Paul Dusek Division of Corporate Finance 450 Fifth Street, NW

Washington, D.C. 20549 USA



09.11.2006

SUPPL

SEC Filing /

Dear Mr. Dusek,

Exemption purs. to rule 12q-3-2(b) under the Securities Exchange Act of 1934 adidas AG / File No. 82-4278 PROCESSED

NOV 1 6 2006

THOMSON **FINANCIAL** 

in compliance with the above rule, please find attached

- the Nine Months Report 2006 (Attachment No. 1)
- the adhoc release dated November 9, 2006 regarding the adjustment of net income guidance for 2007 (Attachment No. 2)
- the Press Release dated November 9, 2006 regarding the Nine Months 2006 Results (Attachment No. 3)
- the Press Release dated October 25, 2006 (Attachment No. 4)
- the Press Release dated October 24, 2006 (Attachment No. 5)
- the Press Release dated October 5, 2006 (Attachment No. 6)
- the Press Release dated September 19, 2006 (Attachment No. 7)
- the Press Release dated September 6, 2006 (Attachment No. 8) the Press Release dated September 1, 2006 (Attachment No. 9)

If you need further information, please do not hesitate to contact me.

Kind regards,

Gàbriele Dirian

**Attachments** 

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Chairman of Executive Board: Herbert Hainer

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For immediate release

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November 9, 2006

### adidas Group adjusts net income guidance for 2007

The Executive Board of adidas AG has decided to increase investment in the Reebok segment in 2007. This includes investments in advertising, new media, point-of-sale communication, product development and initiatives to grow the brand in emerging markets. Management believes this strategy will significantly strengthen Reebok's medium- and long-term position in the marketplace. As a result, Reebok's profit growth in 2007 will be lower than originally expected. Therefore, 2007 net income growth for the Group is now projected to approach 15% against the 2006 level. Originally, the Group had expected to grow net income by 20%.

The Group's medium-term guidance remains unchanged. Detailed guidance for 2007 will be provided with the announcement of the Group's 2006 Full Year Results on March 7, 2007.

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700 MOV 14 P Herzogenaurach, November 9, 2006

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OGRPORATE FIRELES

### Nine Months 2006 Results:

### Net income attributable to shareholders increases 22% Currency-neutral sales up 52%

- Currency-neutral sales for the adidas Group excluding Reebok grow 16%
- Group operating profit increases 23%
- Currency-neutral adidas backlogs up 3%
- Reebok backlogs decrease 14% on a currency-neutral basis
- 2006 net income to approach € 500 million
- 2007 net income growth to approach 15%

### Third quarter adidas Group currency-neutral sales grow 56%

In the third quarter of 2006, Group sales increased 56% on a currency-neutral basis, driven by the consolidation of the Reebok business segment as well as the higher than expected growth at brand adidas. Sales for the Group excluding Reebok increased 14% on a currency-neutral basis, with double-digit sales increases coming from all regions except North America, where sales increased by single-digit rates. In euro terms, Group revenues grew 53% to  $\bigcirc$  2.949 billion in the third quarter of 2006 from  $\bigcirc$  1.924 billion in 2005. Sales for the adidas Group excluding Reebok grew 12% in euro terms to  $\bigcirc$  2.154 billion from  $\bigcirc$  1.924 billion in the prior year.

### Currency-neutral sales grow 52% in the first nine months of 2006

In the first nine months of 2006, Group sales increased 52% on a currency-neutral basis, strongly supported by the first-time consolidation of the Reebok business segment. Sales for the adidas Group excluding Reebok increased 16% on a currency-neutral basis driven by double-digit growth in all regions. In euro terms, Group revenues grew 53% to  $\bigcirc$  7.836 billion in the first nine months of 2006 from  $\bigcirc$  5.115 billion in 2005. Sales for the adidas Group excluding Reebok grew 16% in euro terms to  $\bigcirc$  5.954 billion in 2006 from  $\bigcirc$  5.115 billion in the prior year.

"After an outstanding first half of 2006, the adidas Group again delivered strong performance in the third quarter," commented adidas AG Chairman and CEO Herbert Hainer. "Sales growth accelerated and was broader-based than at any other time of the year and we have continued to make important progress with the Reebok integration."



### Brand adidas and TaylorMade-adidas Golf grow strongly in the first nine months of 2006

The **adidas** segment was the main driver for the Group's organic sales growth in the first nine months of 2006. Currency-neutral adidas revenues increased 15% during the first nine months of 2006, positively impacted by the 2006 FIFA World Cup<sup>™</sup>. Increases in nearly all Sport Performance categories as well as double-digit growth in the Sport Heritage and Sport Style divisions also contributed to this improvement. The **Reebok** segment added € 1.828 billion to adidas Group sales. At **TaylorMade-adidas Golf**, currency-neutral revenues increased 23%. Excluding sales of the Greg Norman Collection, which is expected to be divested to MacGregor Golf Company by the end of this year, segment sales grew 14%, driven by growth in nearly all major categories. Currency translation effects only had a minor impact on sales in euro terms. **adidas** sales in euro terms increased 15% to € 5.248 billion in the first nine months of 2006 from € 4.545 billion in 2005. **TaylorMade-adidas Golf** sales in euro terms grew 25% to € 658 million in 2006 from € 528 million in 2005.

	Nine Months 22006	Nine Months 2005 <sup>2</sup>	Change y-o-y in euro terms	Change y-o-y currency-neutral
	# € in millions # *	€ in millions	in %	ែន ដាន់ in % នៅ
adidas	5,248	4,545	15	## 15 × 15 × 115 ×
Reebok <sup>3</sup>	2 % a 1,828 4 610 a	1,970	[7]	Jacoby (9) A 101, 2
TaylorMade-adidas Golf	658	528	25	23 - 1
Total	7,836 🚁 🖖 🦼	5,115	53	52 × ×

Group sales by brand in 2006, "Total" includes HQ/Consolidation

### Strong double-digit sales increases in all regions

Sales in **Europe** for the adidas Group in the first nine months grew 32% on a currency-neutral basis, reflecting the first-time consolidation of the Reebok segment as well as increases at brand adidas. This also represents an improvement of 32% in euro terms to € 3.339 billion in 2006 from € 2.537 billion in 2005. In **North America**, Group sales during the first nine months increased 102% on a currency-neutral basis, reflecting the first-time consolidation of the Reebok segment as well as double-digit increases at both adidas and TaylorMade-adidas Golf. In euro terms, sales increased 107% to € 2.492 billion in 2006 from € 1.203 billion in 2005. Sales for the adidas Group in **Asia** increased 35% on a currency-neutral basis in the first nine months of 2006, driven by strong double-digit increases at adidas and TaylorMade-adidas Golf as well as the first-time consolidation of the Reebok segment. In euro terms, revenues in Asia also grew 35% to € 1.494 billion in 2006 from € 1.111 billion

<sup>&</sup>lt;sup>1</sup> Including Reebok business segment from February 1, 2006 onwards.

<sup>&</sup>lt;sup>2</sup> Figures reflect continuing operations as a result of the divestiture of the Salomon business segment in 2005.

<sup>&</sup>lt;sup>3</sup> Only includes eight months of the nine-month period in 2006. The relevant figures for the eight-month period of 2005 were not consolidated within the adidas Group in 2005 and are therefore not included in the total. Reebok prior year results are based on US-GAAP figures and not IFRS.

in 2005. In **Latin America**, currency-neutral sales increased 54% in the first nine months of 2006. This development mainly reflects strong increases at brand adidas as well as the first-time consolidation of the Reebok segment. In euro terms, sales grew 62% to  $\bigcirc$  375 million in 2006 from  $\bigcirc$  231 million in 2005. For the adidas Group excluding Reebok, first nine months currency-neutral sales grew 10% in Europe, 12% in North America, 21% in Asia and 32% in Latin America.

	Nine Months 2006 <sup>4</sup>	Nine Months 2005 <sup>5</sup>	Change y-o-y in euro terms	Change y-o-y currency-neutral
	€ in millions	€ in millions	in %	
Europe	3,339	2,537	32	32
North America	€ 2;492 <b>6</b> 1.0 f	1,203	107	102 *** 102
Asia	1,494	1,111	35	35
Latin America	375	231	62	275 F. 54 ST VE
Total	7,836	5,115	53	52

Group sales by region in 2006, "Total" includes HQ/Consolidation

### Group gross profit increases 42%

The gross margin of the adidas Group declined 3.6 percentage points to 44.9% of sales in the first nine months of 2006 (2005: 48.5%), mainly reflecting the first-time consolidation of Reebok. Reebok carries a significantly lower gross margin than the Group average due to its strong presence in North America where average gross margins are lower than in other regions. In addition, Reebok's gross profit in the first nine months includes negative impacts from purchase price allocation in an amount of € 64 million. For the adidas Group excluding Reebok, gross margin decreased 0.5 percentage points to 48.0% in the first nine months of 2006, mainly as a result of lower margins arising from the cooperation agreement with Amer Sports Corporation. Under this agreement, the adidas Group sources softgoods for Salomon at a fixed buying commission. As a result of the Group's strong top-line growth, gross profit for the adidas Group rose strongly by 42% in the first nine months of 2006 to reach € 3.518 billion versus € 2.481 billion in the prior year. Excluding Reebok, gross profit grew by 15% to € 2.860 billion in the first nine months of 2006.

### Operating profit improves 23%

The operating margin of the adidas Group declined 2.6 percentage points to 10.6% of sales in the first nine months of 2006 (2005: 13.1%). This mainly reflects the first-time consolidation of Reebok, which carries a significantly lower operating margin than the Group average, and includes negative impacts from purchase price allocation on cost of sales and operating expenses in a total amount of 171 million. For the adidas Group excluding Reebok, the operating margin decreased 0.5 percentage points to 12.6% in the first nine months of 2006 from 13.1% in the

<sup>&</sup>lt;sup>4</sup> Including Reebok business segment from February 1, 2006 onwards.

<sup>&</sup>lt;sup>5</sup> Figures reflect continuing operations as a result of the divestiture of the Salomon business segment in 2005.

prior year, reflecting the Group's lower gross margin and higher marketing expenditures related to the 2006 FIFA World  $Cup^{TM}$ . As a result of strong sales growth, however, operating profit for the adidas Group rose 23% in the first nine months of 2006 to reach  $\in$  829 million versus  $\in$  672 million in 2005. Excluding Reebok, operating profit for the adidas Group grew by 12% to  $\in$  752 million in the first nine months of 2006 from  $\in$  672 million in the prior year.

### Income before taxes up 10%

Income before taxes for the adidas Group increased 10% to  $\bigcirc$  709 million in the first nine months of 2006 from  $\bigcirc$  645 million in 2005 as a result of the operating improvements in the adidas and TaylorMade-adidas Golf segments which more than offset the significant increase in net financial expenses. Net financial expenses increased 335% to  $\bigcirc$  121 million in the first nine months of 2006 from  $\bigcirc$  28 million in the prior year. This mainly reflects the financing of the Reebok acquisition.

### Net income from continuing operations grows 12%

The Group's net income from continuing operations increased 12% to  $\le$  483 million in the first nine months of 2006 from  $\le$  431 million in 2005. The Group's strong sales increase was the main driver of this improvement. In addition, net income was also positively impacted by a lower tax rate, which declined 1.3 percentage points to 31.9% in 2006 (2005: 33.2%) mainly due to a more favorable earnings mix throughout the Group.

### Net income attributable to shareholders up 22%

The Group's net income attributable to shareholders increased 22% to € 469 million in 2006 from € 386 million in 2005. This improvement reflects the outstanding performance of the adidas and TaylorMade-adidas Golf segments. The non-recurrence of losses from discontinued operations related to the Salomon business in 2005 also had a positive impact on this strong development.

### Basic earnings per share increase 10%

On June 6, 2006, adidas AG conducted a share split with each existing adidas AG share being divided into four shares. 2005 earnings per share figures have been restated accordingly. The Group's basic earnings per share from continuing and discontinued operations increased 10% to  $\leq$  2.31 in the first nine months of 2006 versus  $\leq$  2.10 in 2005 despite the capital increase conducted on November 3, 2005. Diluted earnings per share from continuing and discontinued operations in the first nine months of 2006 increased 11% to  $\leq$  2.18 from  $\leq$  1.97 in the prior year. The dilutive effect mainly results from approximately 16 million additional potential shares that could be created in relation to the outstanding convertible bond, for which conversion criteria were met for the first time at the end of the fourth quarter of 2004.



### Inventories and receivables increase due to Reebok consolidation

Group inventories increased 42% to € 1.498 billion in 2006 versus € 1.053 billion in 2005, largely as a result of the first-time inclusion of € 395 million in inventories related to the Reebok business. On a currency-neutral basis, this increase was 48%. Inventories for the adidas Group excluding Reebok grew 5% (+9% currency-neutral), reflecting progress made to reduce retail inventories in the emerging markets. Group receivables grew 57% (+62% currency-neutral) to € 1.914 billion at the end of the first nine months of 2006 versus € 1.220 billion in the prior year, primarily due to the first-time inclusion of receivables totaling € 612 million related to the Reebok business. Receivables for the adidas Group excluding Reebok increased 7% (+10% currency-neutral), which is lower than the strong sales growth during the third quarter of 2006.

### Net borrowings at € 2.728 billion

Net borrowings at September 30, 2006 were € 2.728 billion, up 315% or € 2.070 billion versus € 657 million in the prior year reflecting a financial leverage of 94.6% versus 32.6% in 2005. This increase was driven by the payment of around € 3.2 billion for the acquisition of Reebok International Ltd. (USA), paid on January 31, 2006. In addition, expenses of around € 170 million for the buyback of Reebok's major properties in the USA and in Europe influenced this development.

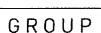
### Low double-digit sales growth expected for adidas segment

Backlogs for the adidas brand at the end of the third quarter of 2006 increased 3% versus the prior year on a currency-neutral basis. In euro terms, this represents a stable development. Footwear backlogs grew 2% in currency-neutral terms (-2% in euros), led by improvements in the Sport Performance tennis and training categories as well as in Sport Heritage. Apparel backlogs grew 5% on a currency-neutral basis (+2% in euros), driven by improvements in the Sport Performance categories training and tennis. The transfer of the NBA and Liverpool licensed business from Reebok to adidas had a positive impact of approximately 1 percentage point on the development of brand adidas backlogs. As a result of the strong first nine months performance, the positive order book and strong growth expectations for at-once and own-retail activities, the Group continues to expect low double-digit currency-neutral sales growth for brand adidas in 2006.

	Fo	ootwear	A	Apparel		Total <sup>6</sup>
Change y-o-y in %	in €	currency- neutral	in €	currency- neutral	in €	currency- neutral
Europe .	[7]	BE4(5)	[7]	(5)	[8]	(6)
North America	[1]	4	4	9	2	6
Asia	10	16	14	20	12	18
Total	[2]	. 2	2	5	0	3

adidas order backlogs by product category and region as at September 30, 2006

<sup>6</sup> Including hardware backlogs.



### Mid-single-digit sales decline of Reebok business anticipated for 2006

Backlogs for the Reebok brand at the end of the third quarter of 2006 decreased 14% versus the prior year on a currency-neutral basis. In euro terms, this represents a decrease of 16%. Footwear backlogs declined 11% in currency-neutral terms (–14% in euros), mainly due to decreases in Reebok's lifestyle product offering. Apparel backlogs were down 19% on a currency-neutral basis (–21% in euros), primarily as a result of declines in Reebok's licensed and branded apparel business as well as the transfer of the NBA and Liverpool business from Reebok to adidas. This transfer had a negative impact of approximately 3 percentage points on Reebok's order backlog development. Consequently, Reebok sales for eleven months of 2006, with consolidation starting on February 1, 2006, are expected to decline at mid-single-digit rates versus the prior year on a like-for-like basis.

_	Fo	otwear	A	pparel		Total <sup>7</sup>
Change y-o-y in %	in €	currency-1*.	in €	currency- neutral	in€	currency- neutral
Europe	3	4 11	(19)	(18)	(6)	(5)
North America	(30)	[27]	(25)	(22)	[29]	(25)
Total	(14)	(11)	(21)	(19)	(16)	(14)

Reebok order backlogs by product category and region as at September 30, 2006

### TaylorMade-adidas Golf to grow at double-digit rates

For TaylorMade-adidas Golf excluding the Greg Norman Collection, the Group expects double-digit sales growth on a currency-neutral basis in 2006. Although backlog information is not meaningful for this segment, growth expectations are supported by trade show performance and ongoing dialog with customers.

### Double-digit sales and earnings growth expected in 2006

The adidas Group expects strong top- and bottom-line performance in 2006. Sales will reach  $\leqslant$  10 billion for the first time in the Group's history, supported by the first-time inclusion of Reebok and currency-neutral sales growth for the adidas Group excluding Reebok of around 12%. The gross margin for the Group is expected to be in a range of between 44 and 46% in 2006 (between 47 and 48% excluding Reebok). The Group's operating margin is forecasted to be around 9% (between 10 and 10.5% excluding Reebok). Net income attributable to shareholders for the adidas Group is expected to approach  $\leqslant$  500 million (in a range between  $\leqslant$  480 and  $\leqslant$  490 million), including accretion from the Reebok acquisition.

<sup>&</sup>lt;sup>7</sup> Including hardware backlogs.

### Net income growth to approach 15% in 2007

The Executive Board of adidas AG has decided to increase investment in the Reebok segment in 2007. This includes investments in advertising, new media, point-of-sale communication, product development and initiatives to grow the brand in emerging markets. Management believes this strategy will significantly strengthen Reebok's medium- and long-term position in the marketplace. As a result, Reebok's profit growth in 2007 will be lower than originally expected. Therefore, 2007 net income growth for the Group is now projected to approach 15% against the 2006 level. Originally, the Group had expected to grow net income by 20%. Detailed guidance for 2007 will be provided with the announcement of the Group's 2006 Full Year Results on March 7, 2007.

Herbert Hainer stated, "We have made significant progress in the Reebok integration so that Reebok today is in much better shape than it was at the time of the acquisition at the end of January. We intend to increase our investment into the brand in 2007 to strengthen Reebok's position in all regions in the medium and long term." Hainer continued, "For the adidas Group, 2007 will again be a year of record sales and earnings."

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Please visit our corporate website: www.adidas-Group.com

### adidas Group **Consolidated Income Statement (IFRS)**

€ in millions	3rd Quarter 2006	3rd Quarter 2005 <sup>1)</sup>	Change	3rd Quarter 2006
e ii maada	2000	2003		(excl. Reebok)
Net sales	2,949	1,924	53.3 %	2,154
Cost of sales	1,622	990	63.8 %	1,117
Gross profit	1,327	934	42.1 %	1,037
[% of net sales]	45.0%	48.5%	[3.5] PP	48.1%
Royalty and commission income	24	13	90.1 %	14
Selling, general and administrative expenses	896	606	47.8 %	667
(% of net sales)	30.4%	31.5%	(1.1) PP	31.0%
Depreciation and amortization (excl. goodwill)	46	25	84.5 %	35
Operating profit	409	315	29.7 %	349
(% of net sales)	13.9%	16.4%	[2.5] PP	16.2%
Financial income	6	9	[38.9] %	
Financial expenses	54	15	254.7 %	
Income before taxes	360	309	16.5 %	
(% of net sales)	12.2%	16.1%	(3.9) PP	
Income taxes	111	102	8.7 %	
(% of income before taxes)	30.9%	33.1%	(2.2) PP	
Net income from continuing operations	249	207	20.3 %	
(% of net sales)	8.4%	10.8%	[2.3] PP	
Income from discontinued operations, net of tax	•	11	[100.0] %	
Net income	249	218	14.1 %	
(% of net sales)	8.4%	11.3%	(2.9) PP	
Net income attributable to shareholders	244	215	13.3 %	
(% of net sales)	8.3%	11.2%	[2.9] PP	
Net income attributable to minority interests	5	3	76.5 %	
Basic earnings per share from continuing operations (in €) <sup>2)</sup>	1.20	1.11	8.1 %	
Diluted earnings per share from continuing operations (in ${f c}$ ) $^{21}$	1.12	1.03	8.9 %	
Basic earnings per share from continuing and discontinued				
operations (in E) <sup>2 </sup>	1.20	1.17	2.5 %	
Diluted earnings per share from continuing and discontinued				
operations (in €) <sup>21</sup>	1.12	1.09	3.3 %	

Change

(excl. Reebok)

11.9 % 12.8 %

11.0 %

(0.4) PP

14.6 %

10.0 % (0.5) PP

40.1 %

10.6 % [0.2] PP

### **Net Sales**

€ in millions	3rd Quarter 2006	3rd Quarter 2005 <sup>1)</sup>	Change
adidas	1,941	1,729	12.2 %
TaylorMade-adidas Golf	194	177	9.7 %
Reebok	778		-
Europe	1,335	968	37.9 %
North America	900	446	101.9 %
Asia	530	402	31.8 %
Latin America	133	95	39.9 %

Rounding differences may arise in percentages and totals. "Restated due to application of IAS 32.

<sup>&</sup>lt;sup>2)</sup>Figures adjusted for 1:4 share split conducted on June 6, 2006.

### adidas Group Consolidated Income Statement (IFRS)

€ in millions	Nine Months 2006	Nine Months 2005 <sup>1)</sup>	Change	Nine Months 2006 [excl. Reebok]	Change (excl. Reebok)
	<u> </u>				
Net sales	7,836	5,115	53.2 %	5.954	16.4 %
Cost of sales	4,318	2,633	64.0 %	3,094	17.5 %
Gross profit	3,518	2,481	41.8 %	2,860	15.3 %
(% of net sales)	44.9%	48.5%	(3.6) PP	48.0%	(0.5) PP
Royalty and commission income	62	34	81.3 %	• 41	21.6 %
Selling, general and administrative expenses	2,623	1,770	48.2 %	2,056	16.2 %
(% of net sales)	33.5%	34.6%	[1.1] PP	34.5%	(0.1) PP
Depreciation and amortization (excl. goodwill)	127	73	73.5 %	94	28.4 %
Operating profit	829	672	23.3 %	752	11.8 %
(% of net sales)	10.6%	13.1%	12.6) PP	12.6%	(0.5) PP
Financial income	33	23	42.8 %	· '	
Financial expenses	154	51	202.8 %	]	
Income before taxes	709	645	9.9 %	]	
(% of net sales)	9.0%	12.6%	(3.6) PP		
Income taxes	226	214	5.6 %		
(% of income before taxes)	31.9%	33.2%	(1.3) PP		
Net income from continuing operations	483	431	12.1 %	]	
(% of net sales)	6.2%	8.4%	(2.3) PP	}	
Income from discontinued operations, net of tax	-	[37]	100.0 %	}	
Net income	483	394	22.6 %	]	
(% of net sales)	6.2%	7.7%	[1.5] PP		
Net income attributable to shareholders	469	386	21.5 %	]	
(% of net sales)	6.0%	7.6%	[1.6] PP		
Net income attributable to minority interests	13	7	82.5 %		
Basic earnings per share from continuing operations (in €) <sup>2)</sup>	2.31	2.30	0.2 %		
Diluted earnings per share from continuing operations (in $\mathfrak{C}$ ) <sup>2)</sup>	2.18	2.16	1.1 %		
Basic earnings per share from continuing and discontinued operations (in €1 <sup>21</sup> Diluted earnings per share from continuing and discontinued	2.31	2,10	9.9 %		
operations (in €) <sup>2)</sup>	2.18	1.97	10.6 %		

### **Net Sales**

€ in millions`	Nine Months 2006	Nine Months 2005 <sup>11</sup>	Change	,
adidas	5,248	4,545	15.5	%
TaylorMade-adidas Golf	658	528	24.7	%
Reebok	1,828	-	-	
Еигоре	3,339	2,537	31.6	%
North America	2,492	1,203	107.2	%
Asia	1,494	1,111	34.6	%
Latin America	375	231	62.3	%

Rounding differences may arise in percentages and totals. "Restated due to application of IAS 32.

<sup>21</sup>Figures adjusted for 1:4 share split conducted on June 6, 2006.

adidas Group Consolidated Balance Sheet (IFRS)

€ in millions	Sep. 30 2006	Sep. 30 2005 <sup>1)</sup>	Change	Dec. 31 2005
Cash and cash equivalents	224	252	(11.2)%	1,525
Short-term financial assets	32	245	[87.1]%	61
Accounts receivable	1,914	1,220	56.9%	965
Inventories	1,498	1,053	42.3%	1,230
Other current assets	617	442	39.6%	586
	4,284	3,211	33.4%	4,367
Assets classified as held for sale	-	663	(100.0)%	-
Total current assets	4,284	3,874	10.6%	4,367
Property, plant and equipment, net	666	367	81,4%	424
Goodwill, net	1,506	438	243.8%	436
Other intangible assets, net	1,783	90	1880.8%	91
Long-term financial assets	112	128	(12.3)%	114
Deferred tax assets	503	162	211.2%	195
Other non-current assets	118	123	(3.6)%	122
Total non-current assets	4,689	1,307	258.7%	1,384
Total assets	8,973	5,181	73.2%	5,750
Accounts payable	606	528	14.8%	684
Income taxes	386	239	61.6%	283
Accrued liabilities and provisions	1,005	634	58.7%	634
Other current liabilities	249	176	41,6%	190
	2,247	1,576	42.5%	1,790
Liabilities classified as held for sale	-	159	(100.0%)	•
Total current liabilities	2,247	1,735	29.5%	1,790
Long-term borrowings	2,983	1,154	158.4%	1,035
Pensions and similar obligations	154	142	9.0%	148
Deferred tax liabilities	672	84	699.1%	42
Other non-current liabilities	· 25	26	(2.7)%	22
Total non-current liabilities	3,835	1,406	172.8%	1,248
Share capital	203	118	72.7%	130
Reserves	496	38	1220.1%	700
Amounts directly recognized in equity relating to assets held for sale		[2]	100.0%	-
Retained earnings	2,185	1,861	17.4%	1,854
Shareholders' equity	2,885	2,014	43.2%	2,684
Minority interests	7	27	[73.0]%	28
Total equity	2,892	2,041	41.7%	2,712
Total liabilities and equity	8,973	5,181	73.2%	5,750
Additional balance sheet information				
Operating working capital	2,806	1,744	60.8%	1,511
Working capital	2,037	2,139	(4.8)%	2,576
Net total borrowings	2,728	657	314.9%	(551)
Financial leverage	94.6%	32.6%	61.9 PP	(20.5)%

Rounding differences may arise in percentages and totals.  $^{11}\mbox{Restated}$  due to application of IAS 32 / IAS 39.



### For immediate release

October 25, 2006

### World's Largest adidas Sport Performance Store Opens in Paris

**Herzogenaurach/Paris** - Today adidas opens its largest Sport Performance Store in the world on the Champs-Elysées in Paris, France, one of the most prominent and liveliest shopping areas in Europe.

On 22, Avenue des Champs-Elysées, the 1,750m² store, which occupies two floors, encompasses the complete adidas Sport Performance range, including adidas by Stella McCartney. As the first of its kind, the store will also feature the adidas "mi Innovation Center", offering consumers customization in technology, style and design using high-tech instruments such as infra-red technologies and commands generated by gesture translation.

"The Champs-Elysées is a global destination that boasts arguably one of the best line-ups of retail shops in the world," said Erich Stamminger, President and CEO of the adidas brand. "adidas is the leading sports brand in the French market and opening the world's largest adidas store there is a great place to showcase and highlight the breadth and depth of the adidas brand."

adidas now operates nine wholly owned stores in France: seven adidas Sport Performance Stores (Champs-Elysées, Paris-Rivoli, Marseille, Lyon, Toulouse, Nice and Strasbourg) and two adidas Originals Stores, devoted to the lifestyle Originals ranges (Toulouse and Lille).

### About the adidas Group

The adidas Group is one of the global leaders within the sporting goods industry, offering a broad range of products around the three core segments adidas, Reebok and TaylorMade-adidas Golf. Headquartered in Herzogenaurach, Germany, the Group has more than 25,000 employees and sales of around  $\in$  9.5 billion.

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For immediate release

October 24, 2006

### adidas Group to sell the Greg Norman Collection to MacGregor Golf Company

Herzogenaurach / Albany, Georgia – adidas AG announced today that its Greg Norman Collection (GNC) apparel business will be sold to the MacGregor Golf Company. The transaction excludes existing GNC-related retail outlet operations and is expected to be completed by the end of 2006. Financial details will not be disclosed.

"Greg Norman is a brand, which has clearly performed well over the last several years. However, it is not core in the scope of our global golf strategy. Due to its limited integration opportunities and small size, we were open to sell the business unit to golfer Greg Norman and the MacGregor Golf Company," said adidas AG Chairman and CEO Herbert Hainer.

"Greg Norman has been a great partner to our business over the last five years and we are looking forward to an even greater level of personal involvement from him going forward," commented Suzy Biszantz, President and CEO of Greg Norman Collection. "MacGregor Golf will be a solid foundation for us as we continue to grow both domestically and internationally."

Headquartered in New York, the Greg Norman Collection is a leading worldwide marketer and distributor of men's sportswear, golf apparel and accessories. The GNC business which will be sold in this transaction reported sales of approximately € 55 million in 2005. Greg Norman, Chairman and CEO of Great White Shark Enterprises and licensor to GNC, has given his support to the transaction.

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### About Taylor Made-adidas Golf

Headquartered in Carlsbad, California, TaylorMade-adidas Golf sells golf clubs and balls under the TaylorMade brand, Maxfli golf balls and adidas Golf footwear and apparel. TaylorMade-adidas Golf posted 2005 sales of € 709 million.

### About MacGregor Golf Company

Albany, Georgia based MacGregor Golf, the second oldest golf company in the world, has a storied 109-year history filled with innovation and PGA Tour success including a record 59 Majors. MacGregor Golf designs and manufactures a complete line of innovative golf equipment. MACTEC™ drivers, fairway woods, irons, wedges and Bobby Grace™ putters are marketed under the MacGregor brand.

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### For immediate release

October 5, 2006

### Mexican Football Association and adidas Announce Sponsorship Deal

Mexico City/Herzogenaurach – adidas and the Mexican Football Federation (FMF) announced yesterday that they have entered a long-term partnership until 2014. The partnership is a natural alliance between the No. 1 football brand and one of the most important federations in Latin America and worldwide.

Under the terms of the agreement, which comes into effect January 10, 2007, adidas will supply all national teams of the FMF including the U-17 team, the current FIFA World Champions in their category. 20 years after the legendary FIFA World Cup™ in Mexico, where adidas was the official partner of the Mexican national team, both partners will work together again in order to promote football on all levels.

adidas has partnerships with football federations such as Germany, the host of the FIFA World Cup 2006™, European Champions Greece, Asian Champions Japan, Olympic Champions Argentina, Vice-World Champion France, South Africa, the host of the 2010 FIFA World Cup™, as well as China, Spain, Nigeria, Denmark, Venezuela and Guatemala.

### About the adidas Group

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### For immediate release

September 19, 2006

### adidas Group Buys Distribution Rights for Brand Reebok in the Czech Republic and Slovakia

Herzogenaurach/Prague/Bratislava - The adidas Group announced today that it has bought the distribution rights for the Reebok brand in the Czech Republic and Slovakia from RBK Sport CZ and RBK Sport SR respectively, Reebok's distributors in the two countries. Effective January 1, 2007, adidas ČR s.r.o. will become the exclusive distributor of Reebok products in the Czech Republic and adidas Slovakia s.r.o. will become the exclusive distributor of Reebok products in Slovakia. Financial details of the transaction will be kept confidential.

The adidas Group has announced earlier this year the distributor buyout in Russia and China. Buying out Reebok distributors and joint ventures around the globe is a key component of the integration strategy and will provide the Group with annual revenue synergies totaling at least € 200 million by 2009.

RBK Sport CZ has been Reebok's distribution partner since 1995 in the Czech Republic, RBK Sport SR has been holding the distribution rights for Slovakia since 1997. Until the end of 2006, RBK Sport CZ and RBK Sport SR respectively will continue to hold the exclusive rights to distribute and market Reebok products in the Czech Republic and Slovakia.

### About the adidas Group

The adidas Group is one of the global leaders within the sporting goods industry, offering a broad range of products around three core brands such as adidas, Reebok and TaylorMade-adidas Golf. Headquartered in Herzogenaurach, Germany, the Group has more than 25,000 employees and sales of around €9.5 billion.

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### **RECEIVED** Rule 12g3-2(b) File No. 082-04278

2006 NOV 14 P 1: 24

For immediate release

CORPORATE FINANCE

September 6, 2006

### Y-3 - Successful Collaboration Extended to 2010

**Herzogenaurach, September 6, 2006** - Yohji Yamamoto and adidas are pleased to announce the extension of their successful collaboration until 2010. The coming years will show an even stronger and more captivating development in all areas of the brand; influencing the sports and fashion industry through innovative design and spotless craftsmanship as well as intriguing ideas and concepts out of the orderly known.

"adidas is a very personal inspiration to me. It has enriched my creative life. The future holds great expectations." Yohji Yamamoto, Y-3 Creative Director.

October 2002 saw the birth of the most influential cooperation in sport and fashion to date with the launch of the Spring/Summer 2003 Y-3 men's and women's collection. Since then Y-3 has grown into a major force with a distribution network of 500 doors worldwide including monobrand stores, shop-in-shops and its first true flagship store in Tokyo. Y-3 will continue to focus on strengthening retail relationships and opening additional monobrand stores as well as shop-in-shops in the leading capitals across Europe, the US and Asia; supporting a strong customer base and steady sales growth, whilst maintaining a limited and exclusive distribution.

The collaboration between Japanese fashion icon Yohji Yamamoto and the authentic sports brand adidas has created a new market segment. Being the originator, Y-3 will be sure to define its future.

"Y-3 is innovative and a real fusion of sport functionality and fashion elegance based on the exceptional friendship that has blossomed between the two companies. We are delighted and very excited to continue this special and prosperous partnership with a long-term commitment!" Hermann Deininger, Global Head of adidas Brand and Creative Direction

Y-3 perfectly completes the overall adidas product range from Sport Performance to Sport Heritage within the third adidas division Sport Style.

Y-3's upcoming Spring/Summer 2007 collection will reveal the brand in its purest sense. The highly-anticipated presentation will take place on Wednesday, September 13, 2006 during New York Fashion Week.

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### For immediate release

September 1, 2006

### adidas Group takes over joint venture in Korea

**Herzogenaurach/Seoul** – Effective today, the adidas Group has assumed full ownership of its brand adidas subsidiary in Korea, adidas Korea Ltd., by purchasing the remaining 49% of shares from its joint venture partner. Both parties have agreed to maintain confidentiality with respect to the purchase price paid.

This move underscores the adidas Group's strategy to support its brands with wholly-owned subsidiaries in key markets. The Group is convinced that this step will further strengthen its leading position in Asia.

Buying out distributors and joint venture partners has proven to be very successful for the Group in recent years. The adidas business in Italy, for example, has more than doubled since the buyout in 2002 and there have been sizable gains in Turkey, Denmark and Portugal where buyouts also occurred in the last five years. Most importantly, in Japan, the Group's buyout of a distributor in 1999 allowed the adidas team to more proactively control the brand and take over market leadership in the world's second largest sporting goods market.

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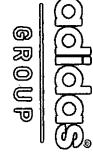
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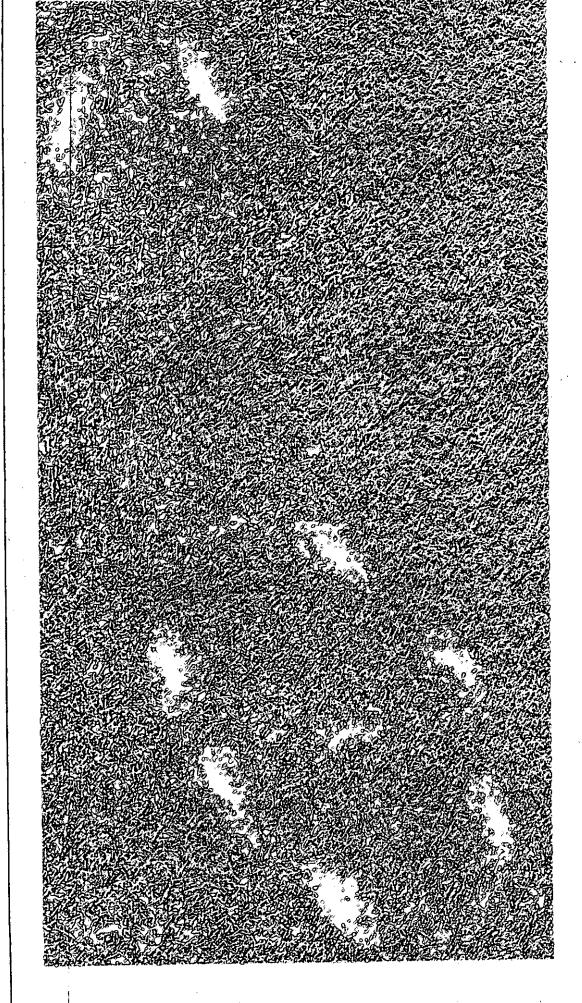
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Nine Months Report 2006





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adidas	
Group	
ip Segmental	
ymental Information € in millions	
2,	
millions	-

	3rd Quarter 3rd Quarter	3rd Quarter	
Change	2006	2005	Change
***************************************			
15.5%	1,941	1,729	12.2%
18.3%	925	797	16.0%
15.5%	365	324	12.7%
19.8%	14,176	11,832	19.8%
*******************************	****		
	778		1
1			
1		1	
	7,831	,	-
	***************************************		
· · · · · · · · · · · · · · · · · · ·	•••••••••••••••••••••••••••••••••••••••	***************************************	
24.7%	194	177	9.7%
20.0%	85	78	9.1%
28.8%	15	9	58.1%
10.6%	1,412		10.6%
2005 4.545 2.081 674 11.832	aditias  A tet sales  Net sales  From the sales  A tet sa	Change 2006 Change 1941 18.3% 925 15.5% 345 19.8% 14,176 19.8% 24,7% 28,3 20.0% 19 20.0% 19 21.0.6% 14,176	Change 2006 Change 2006 15.5% 1.941 18.3% 925 15.5% 365 19.8% 14,176 778 283 283 24.7% 283 24.7% 194 20.0% 85 28.8% 15

	Figure reflects continuing operations as a result of the divestiture of the Salomon business segment in 2005.     Including Reebok business segment from February 1, 2006 onwards.
7,836	2006 7
5,115	200511 ::::::::::::::::::::::::::::::::::
4,664	2004 11 11 11 11 11 11 11 11 11 11 11 11 11
4,913	2003
5,012	2002
	Nine Months Net Sales © in millions

1) Includes continuing and discontinued operations.
2) Including Reebok business segment from February 1, 2006 anwards.

Financial Highlights (IFRS)"

10.6%	183,866,908	203,337,185	10.6%	183 846 908	201 177 185	A
10.5%	184,094,620	203,496,860	10.5%	184,094,620	203,496,860	Number of shares outstanding 51
68.2%	15,385	25,877	68.2%	15,385	25,877	Number of employees
			*************			Other lat end of period
4,0.7	36.15	37.10	2.6%	36.15	37.10	Share price at end of period
2,2,2			[56.5%]	1.19	0.52	continuing operations
				;		Operating cash flow per share from
3.3%	1.09	1.12	10.6%	1.97	2.18	Diluted earnings per share 31
2.5%	1.17	1.20	9.9%	2.10	2.31	Basic earnings per share 3)
		· · · · · · · · · · · · · · · · · · ·				Per Share of Common Stock (6)
7.17.11.11.11.11.1			[44.4%]	189	105	Net cash provided by operating activities 4
68.9%	45	7	36.3%	131	179	Capital expenditure
43.2%	2,014	2,885	43.2%	2,014	2,885	Shareholders' equity
314.9%	657	2,728	314.9%	657	2,728	Net borrowings
[4.8%]	2,139	2,037	[4.8%]	2,139	2,037	Working capital
52.3%	1,662	2,531	52.3%	1,662	2,531	Receivables and other current assets
42.3%	1,053	1,498	42.3%	1,053	1,498	Inventories
73.2%	5,181	8,973	73.2%	5,181	8,973	Total assets
			· · · · · · · · · · · · · · · · · · ·			Balance Sheet and Cash Flow Data (€ in millions)
91.700	32.0	74.0	61.Ypp	32.6	94.6	Financial (everage
(6 /pp)	38.9	32.1	[6.7pp]	38.9	32.1	Equity ratio
ddz.1	24.3	7.67	1 Zpp	24.5	25.7	of net sales
1 22	) , ,	) F 7				Operating working capital as a percentage
(2.9 <sub>p</sub> p)	11.2	8.3	(1.6pp)	7.6	6.0	of net sales
(2.2pp)	33.1	30.9	[1.3pp]	33.2	31.9	Effective tax rate
(2.5pp)	16.4	13.9	[2.6pp]	13.1	10.6	Operating margin
(0 9pp)	32.8	31.9	(0.9pp)	36.0	35.1	Operating expenses as a percentage of net sales
(3.5pp)	48.5	45.0	(3.6pp)	48.5	677	Gross margin
				, , , , , , , , , , , , , , , , , , , ,		Rey Ratios [%]
13.3%	215	244	21.5%	386	269	Net income attributable to shareholders <sup>31</sup>
29.7%	315	409	23.3%	672	829	Operating profit
53,3%	1,924	2,949	53.2%	5,115	7,836	Net sales
						Operating Highlights (€ in millions)
Change	2005	2006#	Change	2005	20061	
	3rd Quarter	3rd Quarter		Nine Months	Nine Months Nine Months	

Financial Highlights

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Rule 12g3-2(b) File No. 082-04278

Rounding differences may arise in percentages and totals.

Il Figures reflect continuing operations as a result of the divestiture of the Satomon business segment in 2005 unless otherwise stated. 2I including Reabok business segment from February 1, 2006 onwards.

3I includes income from continuing and discontinued operations.

4I includes discontinued operations.

5] Figures adjusted for 1:4 share split conducted on June 6, 2006.

# Operational and Sporting-Highlights Third Quarter 2006

sponsored Justine Heninclaiming her first Wimbledon her number one ranking, Amélie Mauresmo confirms itle.after.defeating.adidas July Reebok sponsored



athletic-inspired footwear signature\_collection\_of Johansson including a Hollywood star Scarlett multi-year partnership with July Reebok announces a



July adidas Golf wins ispo-ClimaProof<sup>®</sup> golf apparel vision Sport Style award or its ClimaCool™ and



support the rapid growth and Tracy McGrady undertake July/August adidas and NBA extensive tours in Asia to All-Stars Kevin Garnett and popularity of the game of

basketball in the region.

with Chelsea striker Andriy a multi-year partnership August Reebok announces



the Trinity KFS running shoe "Editor's Choice" Award for as winner of the coveted Magazine announces Reebok August Runner's World



adidas subsidiary in Asia's adidas Korea Ltd., its brand assumes full ownership of third largest market Korea September Effective September 1, the adidas Group



Store in Hong Kong Asia's largest Sport September adidas opens Performance Concept

of the top players in the NFI campaign featuring some taunches its new "When Dic September Reebok them to where they are toda defining moments that led and revealing the individual Know" global advertising



victory in the history of the sored Haile Gebrselassie secures the first Ethiopian September adidas sponat more than 10 major global athletes have been victorious Berlin Marathon, adidas marathon events this y



and adidas announce the

ҮСНЫ ҮАМАМОТО

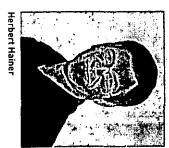


Y-3 flagship store was

Earlier this year, the first

opened in Tokyo.

social and environmental underscoring the Group's and the FTSE4Good Index, September The adidas Group industry-teading role in is again included in the Dow Jones Sustainability Indexes



into the third quarter. The Group's reported performance was significantly influenced to make progress on the integration of Reebok by the first-time consolidation of Reebok and outstanding operational performance 2006, with the adidas brand in particular able to keep World Cup momentum going The adidas Group delivered excellent financial results for the first nine months of of both the adidas and TaylorMade-adidas Golf segments. The Group also continued

financial and operational performance of the adidas Group during the first nine months and discusses the Group's strategic and financial outlook for 2006 and beyond. In the following interview, Herbert Hainer, Chairman and CEO of adidas AG, reviews the

Herbert, the Group's performance was very strong during the first nine months and third quarter - what were the key drivers and events for the period?

and running. And last but not least, TaylorMade-adidas Golf also made excellent progress and similarly benefited strongly over the previous year. We took full advantage of major sporting events such as the World Cup. The Sport standout contribution in my view was brand adidas, where all regions, major categories and divisions increased competitive and promotional golf market these days. from new product launches in metalwoods and irons. This development is particularly positive given the highly Performance division benefited tremendously from the launch of several new technologies particularly in football increased 22%. The first-time consolidation of Reebok obviously impacted our development positively, but the I am extremely pleased with our performance in the first nine months where our sales grew 53% and net income

momentum in key World Cup markets such as Germany and France, but also excellent reception of our new of 15%, which outpaced the first two quarters, is an outstanding achievement. This reflects not only sustained What should we look for in the region, given that the order book appears to have come under pressure? of our highly successful own-retail activities. Chelsea and Liverpool ranges in the UK, strong double-digit growth in Eastern Europe and continued expansion The adidas brand has performed very powerfully so far in 2006, particularly in Europe. What were the highlights? Following the strong first half performance of the adidas segment in Europe, the third quarter sales increase

own-retail and at-once activities moreover, I am confident we will continue to outperform our backlogs in the region going forward given our growing have set new highs in growth and profitability for the region during 2006. I am proud of our performance to date and the next two to three quarters. But this shouldn't hide the fact that our position in Europe is stronger than ever. We proactive stance to limit distribution in the UK's very unhealthy retail environment. This will probably continue for The weaker Q3 backlogs for Europe reflect tough comparisons following our strong World Cup showing and our

Herbert, would you give us an update on the Reebok integration? What new things have happened in the last quarter? How quickly do you expect to start realizing synergies?

have said all along, there are one-time costs of the same magnitude this year, primarily related to IT and the secure savings in line with the targeted € 35 million we set ourselves for the first year of integration. But as we The integration of Reebok is progressing well. And over the last three months, we've begun to see the tangible elimination of redundant functions, which are necessary to ensure the longevity of these synergies results of our activities. For example, in Global Operations and corporate functions, we have already been able to

of Reebok's distributor and joint venture partners to take over distribution rights for the Reebok brand in each of these markets. This is a big step towards achieving our € 200 million incremental annual revenue target from On the revenue side, we've also made significant progress. Since February, we have reached agreements with four

accomplish our objectives and successfully deliver the synergies we promised from the integration process product development process. There is still much to do and these improvements will take time to become transparexpected in 2009. We've also created a new apparel division within Reebok and completely reengineered the brand's ent to you externally, but I can assure you that everybody is working hard and I am convinced that we are going to distributor buybacks by 2009, which represents the largest portion of the sales synergies totaling  $\epsilon$  500 million

these are all achievements we should be proud of, given the tough market conditions Reebok has faced during 2006 our efforts to reduce unexciting Reebok product that has been too abundant in the marketplace over the last 12 Asia has improved in Q3 versus the prior quarter. And Reebok inventories are down significantly, which highlights stronger for the long term. Although backlogs were not as strong as we hoped, we clearly are making progress. We months. As a result, we expect like-for-like sales to decline at mid-single-digit rates for the full year. And I believe delivered sequential improvement in Reebok sales during the third quarter. Backlog performance in Europe and Overhauling and revitalizing a brand is clearly not an overnight process, but it is crucial that we make Reebok backlogs to turn positive? Are you still confident in your mid-single-digit sales decline target for 2006? The financial community had hoped for better Reebok backlogs at the end of Q3. When do you expect Reebok

of distribution remains a key priority. during the course of 2007. We are also sharpening Reebok's branding in key markets, and cleaning up the channels brand communication and distribution. We are concentrating on the product portfolio, which will noticeably improve There is a solid foundation to build on at Reebok and we are focusing today on three main areas: improving product,

ment in 2007. we are able to show positive backlogs for the Reebok brand. As a result, we expect only modest growth for the segoverall and in North America than we originally expected. I now believe it will be next summer at the earliest that And while I am pleased with the progress we are already making on turning around the Reebok brand, market support has been slower than originally anticipated. As a result, it will take us longer to deliver positive Reebok backlogs

the outlook in that market? The North American market is a key part of the Group's performance. How do you view the environment and

of Reebak. We are no stranger to challenging conditions in that market and have learned not to take anything for end. With the exception of Reebok, our brands have been resilient in the North American market during the first stone to achieving our goal of long-term sustainable growth and profitability. granted. Our strict approach and focus on building a quality business in the US for all our brands remains a cornernine months. There is no doubt the US market is more important than ever to our Group following the acquisition back-to-school season for example got off to a slow start although it did manage to accelerate a little towards the Looking at the US market, there are signs of a tougher retail environment in general but also for our industry. The

Interview with Herbert Hainer

Rule 12g3-2(b) File No. 082-04278

How does the rest of 2006 look for the adidas Group?

with our initial expectations. Nevertheless, this guidance represents an increase of at least 25% versus the 2005 of € 480 to € 490 million. Based on the strong operational performance of adidas and TaylorMade-adidas Golf in the revenue growth of around 12%. With respect to net income, we will approach € 500 million, specifically in a range level of  $\ensuremath{\mathfrak{C}}$  383 million and includes an accretive impact from the Reebok acquisition. first nine months of 2006, Group earnings could have been even higher had the Reebok segment performed in line This comes as a result of the first-time consolidation of Reebok in our sales figures, but also as a result of organic For the full year, I expect sales for the Group to hit the € 10 billion mark for the first time ever in the Group's history

Looking further out, what are the biggest challenges and opportunities?

reposition Reebok in the marketplace and to regain lost market share. Our team at Reebok is focusing on product, it would. We have ambitious targets for Reebok, all aimed at making it a better, stronger business. As I mentioned communication and distribution initiatives, which are crucial to realizing Reebok's full potential in the long term. earlier, many initiatives to realize cost synergies are already well underway, but the real test will be to successfully Our biggest challenge undoubtedly is to deliver on our promise for Reebok. It will take time, as we always expected

several years. They account for over 30% of our business today. But we have still only scratched the surface. I'm In the larger framework, our position as a leading multi-brand Group creates even more opportunities with more those markets. We have enjoyed strong double-digit revenue growth in Asia, Eastern Europe and Latin America for the continuously strong economic growth, the increasing standard of living and the favorable demographics in consumers. I see great opportunities in the emerging markets of Asia, Latin America and Eastern Europe, given confident that we will continue to see excellent growth rates there going forward.

Thank you for this interview, Herbert.

Share Price Still Suffering from Second Quarter Losses

recovered from losses experienced in the previous months and Reebok's short-term business outlook persisted. resulted in steady increases of the DAX-30. Despite this and again developed positively. In Germany, strong quarcerns about the North American sporting goods market 1% lower than it had ended the previous quarter as conpositive development, the adidas share finished September terly earnings and signs of accelerating economic growth In the third quarter of 2006, the world's stock markets

### The adidas Share

Number of Shares outstanding	
nine months average	203,337,185
at September 30	203,496,86011
Type of share	No-par-value share
Free float	100%
Initial Public Offering	November 17, 1995
Stock exchange	All German stock exchanges
Stock registration number [ISIN]	DE0005003404
Stock symbol	ADS, ADSG
Important indices	DAX-30
	MSC! World Textiles,
는 영화 소리 회에 한 도 역을 들여 되면 한 화수를 보면 하는 것 같아. 이 전 수 있는 것 같아. 이 연수 있는 것 같아.	Apparel & Luxury Goods
	Deutsche Bärse
각축 중에는 젊은 충격 무섭지 못 하면 하면 수 있다. 그 것 같은 것	Prime Consumer
	Dow Jones STOXX
	Dow Jones EURO STOXX
	Dow Jones Sustainability
はやではならずをす ゆやぶらに ゆきち せのけ ぶかかき じゅきの やくけるき ボオルゼ ドトルト ボ カナル カラ・	FTSE4Good Europe
1) All shares carry full dividend rights	
i) All Stiglies call y foll dividending rights.	

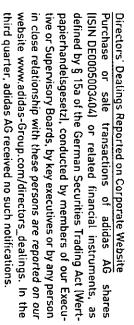
Historical Performance of the adidas Share and Important Indices at September 30, 2006 in %

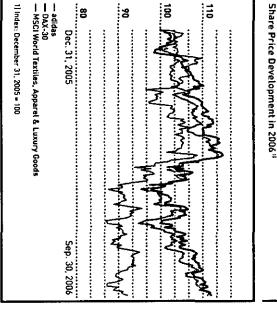
MSCI World Textiles, Apparel & Luxury Goods		adidas	
MSCI World Textiles, Apparet & Luxury Goods 10 18 45 146 76	1	[7] 3 98	Year-to-date
18	19	ω	1 year
45 146	48	98	1 year 3 years 5 years 10 years
146	39	162	5 years
76		108	10 years

performance of the adidas and TaylorMade-adidas Golf adidas share increased 3%, whereas the DAX-30 gained 19% Group's major competitors, gained 10% during the reporting World Textiles, Apparel & Luxury Goods Index. Germany's DAX-30 and the Morgan Stanley Capital International (MSCI) during the first nine months of the year, underperforming the quarter. As a result, the adidas share price decreased 7% tion resulted in a stabilization of our share price in the third Cup™ as well as strong progress with the Reebok integrabusiness segments, concerns regarding Reebok's short-term After a positive first quarter and notwithstanding the solid and the MSCI World Textiles, Apparel & Luxury Goods Index period. Over the 12-month period ending September 30, the Textiles, Apparel & Luxury Goods Index, which comprises the premiere stock index increased 11%, while the MSCI World ties and record sales in connection with the 2006 FIFA World quarter of the year. The Group's successful sponsoring activibusiness outlook burdened our share price in the second increased 18%

## adidas Group Again Member of Important Indices

Responsibility. industry leader on sustainability issues and Corporate Social mance of more than 300 companies worldwide, rated us an which analyze the social, environmental, and financial perforability Indexes for the seventh consecutive time. The indexes, adidas Group has been included in the Dow Jones Sustainenvironmental and ethical engagement. In addition, the positive reassessment acknowledges our Group's social, dedication to upholding and supporting human rights. This performance, a positive relationship with stakeholders and mitment to environmental sustainability, strong financial Index, which selects companies on the basis of ongoing com-The adidas Group was again included into the FTSE4Good





Despite our Group's successful sponsoring activities for the Mixed Third Quarter Performance of adidas Share

same period. Apparel & Luxury Goods Index both increased 6% during the € 37.10, representing a decline of 1% compared to the end of share gained strongly. The adidas share closed the quarter at towards the US market improved somewhat so that the adidas tribution rights for brand Reebok in the Czech Republic and Group's joint venture in Korea and the purchase of the disthe second quarter. The DAX-30 and the MSCI World Textiles, Slovakia. Towards the end of the month, investor sentiment responses from investors and analysts to the takeover of the our share price performance for the rest of August and early September. These developments more than offset positive

which, coupled with mixed macroeconomic data, burdened of an increasingly promotional environment in this region

North America's major sporting goods retailers awoke fears However, disappointing earnings releases from several of price increased significantly on the day of the announcement earnings release at the beginning of August. As the Group's

quarterly results exceeded analyst expectations, our share

oil price. During the second half of July, the adidas share

price advanced upon positive investor sentiment before our

market sentiment was weak due to growing political tensions North American sporting goods industry. In addition, overall

in the Middle East which resulted in sharp increases of the

sure at the beginning of the third quarter following concerns

among investors and analysts regarding the outlook for the

ness around the event, the adidas share came under pres-2006 FIFA World Cup™ and enormously high brand aware-

of 2006 yersus € 2.10 in 2005, operations increased 10% to € 2.31 in the first nine months Basic earnings per share from continuing and discontinued increased 22% to € 469 million from € 386 million in 2005. holders from continuing and discontinued operations increase. The Group's net income attributable to shareacquisition, which partly offset the strong operating profit € 431 million in 2005 despite the financing of the Reebok adidas Group grew 12% to € 483 million in 2006 from business. Net income from continuing operations of the impacted by the first-time consolidation of the Reebok 2.6 percentage points to 10.6% from 13.1% in 2005, mainly in 2005. However, the Group's operating margin declined lion in the first nine months of 2006 versus € 672 million The Group's operating profit increased 23% to € 829 milof the first-time consolidation of the Reebok business. points to 44.9% in 2006 (2005: 48.5%), primarily as a result Group's gross margin, however, declined 3.6 percentage gross profit increased 42% to reach € 3.518 billion in the 2005. Sales for the adidas Group excluding Reebok grew by strong development of the adidas and Taylor Made-adidas sales for the adidas Group increased 52%, driven by the first nine months of 2006 yersus © 2,481 billion in 2005. The lion in the first nine manths of 2006 from € 5.115 billion in terms, adidas Group revenues grew 53% to € 7.836 bit-Reebok grew by 16% on a currency-neutral basis. In euro Golf segments, Sales for the adidas Group excluding delivered outstanding top-line growth. Currency-neutral 16% to € 5.954 billion in the first nine months. The Group's first-time consolidation of the Reebok business as well as In the first nine months of 2006, the adidas Group again

## Economic and Sector Development

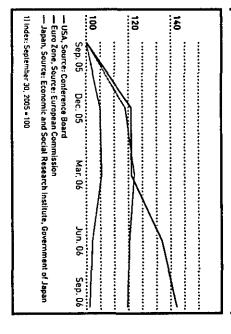
### Global Economy Develops Positively

economic expansion in Latin America also continued emerging markets again achieved robust growth rates. Strong consumption growth weakened as a result of higher interest sion moderated notably over the course of the year. Private growth was driven by private consumption and corporate China continued its vibrant expansion, and the region's other export activity resulted in a deceleration of economic growth. tinued to grow solidly, but decreasing public investment and to grow strongly except for Japan. Here, private demand conexports remained strong. In Asia, the economies continued rates, a cooling housing market and high gasoline prices, but buoyant domestic demand. In the USA, the pace of expanstrong growth in the third quarter. In Europe, economic activity The global economy remained firmly on track for continued investment. The region's emerging markets benefited from strengthened over the course of the year. In Western Europe,

## Sporting Goods Industry Growth Moderating in

markets and Russia in particular, however, enjoyed healthy the UK remained very promotional. The region's emerging tinued to enjoy strong growth rates except for Japan, where overall economy. In Asia, the sporting goods industry conslowdown of consumer demand as a result of the weakening pliers contributed to growing concerns regarding a potential earnings season among sporting goods retailers and supimproved towards the end of the reporting period. A mixed ronment in many markets became more visible. In particular, World Cup sales were completed and the difficult retail enviing goods markets slowed markedly in the third quarter, as mance in the third quarter. Growth in Europe's largest sport-Europe and USA line with the overall economy. the sporting goods industry continued to perform solidly in the mature market grew only moderately. In Latin America, late in comparison to previous years, but industry sales growth. In North America, the back-to-school season started The global sporting goods industry delivered mixed perfor-

## Quarterly Consumer Confidence Development by Region 11



### Exchange Rate Development 1 € 1 equals

				ne months	1) Spot rates at quarter-end 2) Average rate for the first nine months
1.2448 144.15 0.6850	1.2660 149.34 0.6777	1.2713 145.75 0.6921	1.2104 142.42 0.6964	1.1797 138.90 0.6853	USD 1.2639 JPY 136.05 GBP 0.6852
Average rate 2006 <sup>21</sup>	03 2006	Q2 2006	Q1 2006	Q4 2005	Average rate 2005;

### Income Statement

sidiaries is consolidated within the adidas Group as of Febsection of this report. However, as Reebok was not part of the year figures are only shown on a sales level in the Reebok tangible and intangible assets. As a result, comparable prior price allocation are included in the reported results. Accountcable accounting standards have changed from US-GAAP to adidas Golf segment. Moreover, the comparability of current and Liverpool licensed business has been transferred from comparable with last year's reported results, as only eight Jofa, CCM, Koho and Rbk Hockey. Reebok's results are not adidas Group in 2005, these figures were not included in the tion of leases and the harmonization of the useful lives of ing changes at Reebok relate, for example, to the classifica-IFRS and significant negative impacts related to purchase year results with the prior year is not meaningful as the appli-Reebok to brand adidas, In addition, the Greg Norman busimonths of Reebok's results are consolidated and the NBA ruary 1, 2006. The performance of this business is shown in First-Time Consolidation of the Reebok Business Segment ness has been transferred from the Reebok to the TaylorMadethe Reebok segment, including the brands Reebok, Rockport The business of Reebok International Ltd. (USA) and its subreported prior year results of the adidas Group.

## adidas Group Currency-Neutral Sales Grow 56% in Q3

Third quarter net sales for the Group increased 56% on a currency-neutral basis, driven by the consolidation of the Reebok business segment as well as double-digit growth at both adidas and TaylorMade-adidas Golf. Sales for the adidas Group excluding Reebok increased 14% on a currency-neutral basis, with double-digit sales increases coming from all regions except North America, where sales increased by single-digit rates. In euro terms, Group revenues grew 53% to € 2.949 billion in the third quarter of 2006 from € 1.924 billion in 2005. Sales for the adidas Group excluding Reebok grew 12% in euro terms to € 2.154 billion in the prior year.

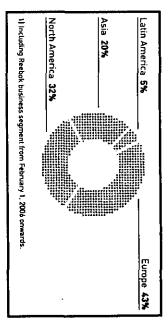
### Double-Digit 03 Sales Growth Driven by adidas and TaylorMade-adidas Golf

impacted sales at all brands in euro terms, adidas sales in ness, which contributed sales of € 17 million to this segment In addition, the inclusion of the Greg Norman apparel busi which more than offset declines in metalwoods and golf balls. by increases in the irons, footwear and apparet categories currency-neutral revenues increased 15%, positively impacted to sales for the adidas Group. At TaylorMade-adidas Golf divisions. The Reebok segment contributed € 778 million categories as well as in the Sport Heritage and Sport Style was driven by increases in nearly all Sport Performance strong sales around the 2006 FIFA World Cup™, sales growth Golf sales in euro terms grew 10% to € 194 million in 2006 euro terms increased 12% to € 1.941 billion in the third quarsupported sales development. Currency translation effects increased 15% during the third quarter of 2006. In addition to From a brand perspective, currency-neutral adidas revenues ter of 2006 from € 1.729 billion in 2005. TaylorMade-adidas from € 177 million in 2005.

### Nine Months Net Sales € in millions

5	Figure reflects continuing operations as a result of the divestiture of the Salomon business segment in 2005.     Including Reebok business segment from February 1, 2006 onwards.
7,836	2006 7 1111111111111111111111111111111111
5,115	2005"
4,664	2004"
4,913	2003
5,012	2002

### Nine Months 2006 Net Sales by Region<sup>1)</sup>



### Currency-Neutral Sales Grow 52% in the First Nine Months of 2006

ing Reebok grew 16% in euro terms to € 5.954 billion in 2006 € 5.115 billion in 2005. Sales for the adidas Group excludin all regions. In euro terms, Group revenues grew 53% to  $\ensuremath{\mathfrak{C}}$  7.836 billion in the first nine months of 2006 from 52% on a currency-neutral basis, strongly supported by the on a currency-neutral basis driven by double-digit growth first-time consolidation of the Reebok business segment During the first nine months of 2006, Group sales increased from € 5.115 billion in the prior year. Sales for the adidas Group excluding Reebok increased 16%

### in the First Nine Months of 2006 Brand adidas and TaylorMade-adidas Golf Grow Strongly

terms grew 25% to € 658 million in 2006 from € 528 million € 4.545 billion in 2005. TaylorMade-adidas Golf sales in euro on sales in euro terms. adidas sales in euro terms increased ness. Currency translation effects only had a minor impact as the first-time inclusion of the Greg Norman apparel busi driven by strong growth in nearly all major categories as well revenues increased 23%. This positive performance was adidas Group. At TaylorMade-adidas Golf, currency-neutral Sport Style divisions also contributed to this improvement ries as well as double-digit growth in the Sport Heritage and Cup™. Increases in nearly all Sport Performance categofirst nine months, positively impacted by the 2006 FIFA World Currency-neutral adidas revenues increased 15% during the organic sales growth in the first nine months of 2006. in 2005 15% to € 5.248 billion in the first nine months of 2006 from The Reebok segment added € 1.828 billion to sales for the The adidas segment was the main driver for the Group's

## Nine Months Net Sales Growth by Brand and Region<sup>11</sup> in %

:		,		
2	62	35	107	Total 32 107 35 62 53
25	51	22	34	TaylorMade-adidas Golf [8] 34
				Reebok 21
ភ	43	20	14	adidas 11
1				
Total	Latin Asia America		North	Figure

 Versus the prior year. Figures reflect continuing operations as a result of the divestiture of the Salomon business segment in 2005.

Included from February 1, 2006 onwards, 2005 Reebok net sales were not consolidated within the adidas Group. Details regarding net sales development are contained in the Reebak section.

### Nine Months Currency-Neutral Net Sales Growth by Brand and Region" in %

52	ጀ	္ဌ	102	Total 32
ಜ	49	24	31	TaytorMade-adidas Golf (8) 31 24 49
				Reebok 21
15	35	20	11	adidas 11
Total	Asia America	Asia	Europe America	Europe
	Latin		North	

Il Versus the prior year. Figures reflect continuing operations as a result of the divestiture of the Salomon business segment in 2005.

21 Included from February 1, 2006 onwards, 2005 Reebok net sales were not consolidated within the adidas Group. Details regarding net sales development are contained in the

## Currency-Neutral Sales in Europe Grow 32%

€ 2.537 billion in the prior year. first nine months of 2006 (2005: € 2.438 billion). Sales for the partly offset by declines in the UK. In euro terms, adidas grew 32% on a currency-neutral basis, reflecting the first-time 10% to € 2.783 billion in the first nine months of 2006 from Europe. In euro terms, this also represents an increase of for the adidas Group excluding Reebok increased 10% in in 2006 from € 77 million in 2005. Currency-neutral sales as a result of declines in the UK. In euro terms, revenues at during the first nine months in Europe decreased 8% mainly months. At TaylorMade-adidas Golf, currency-neutral sales Reebok business in Europe were € 553 million in the first nine sales also increased 11%, reaching € 2.715 billion during the dinavia developed strongly. However, these increases were the region's emerging markets, Germany, Iberia and Scanneutral basis, in addition to continued double-digit growth in in 2005. At brand adidas, sales increased 11% on a currencyin euro terms to € 3.339 billion in 2006 from € 2.537 billion brand adidas. This also represents an improvement of 32% consolidation of the Reebok segment as well as increases at adidas Group sales in Europe in the first nine months of 2006 TaylorMade-adidas Golf also decreased 8% to € 71 million

## Currency-Neutral Sales in North America Increase 102%

nine months of 2006 from € 1.203 billion in the prior year. represents an increase of 15% to € 1.382 billion in the first Reebok increased 12% in North America. In euro terms, this 2005. Currency-neutral sales for the adidas Group excluding Golf grew 34% to € 403 million in 2006 from € 300 million in major categories. In euro terms, sales at TaylorMade-adidas first nine months of 2006 as a result of increases in nearly all ment achieved currency-neutral sales growth of 31% in the in North America in 2006. The TaylorMade-adidas Golf segbusiness contributed € 1.060 billion to adidas Group sales In euro terms, sales grew 14% to € 1.029 billion in 2006 Sport Performance football, tennis and training categories. and Sport Heritage divisions with particular strength in the 2006, reflecting strong growth in both the Sport Performance at brand adidas increased 11% in the first nine months of 2006 from € 1.203 billion in 2005. Currency-neutral sales Golf. In euro terms, sales grew 107% to € 2.492 billion in double-digit increases at both adidas and TaylorMade-adidas first-time consolidation of the Reebok segment as well as increased 102% on a currency-neutral basis, reflecting the from € 903 million in the prior year. In addition, the Reebok In North America, Group sales during the first nine months

### Currency-Neutral Sales in Asia Grow 35%

of 2006 from € 1.111 billion in the prior year. an increase of 20% to € 1.330 billion in the first nine months 21% in Asia during the period. In euro terms, this represents neutral sales for the adidas Group excluding Reebok increased to € 181 million in 2006 from € 149 million in 2005. Currency In euro terms, TaylorMade-adidas Golf sales increased 22% basis as a result of strong sales growth in Japan and Korea TaylorMade-adidas Golf increased 24% on a currency-neutral in Asia were € 164 million. First nine months revenues at from € 959 million in 2005. Sales for the Reebok business brand adidas sales increased 20% to € 1.149 billion in 2006 digit growth rates in China, Japan and Korea. In euro terms, This positive development was mainly driven by strong doublethe adidas segment grew 20% on a currency-neutral basis € 1.494 billion in 2006 from € 1.111 billion in 2005. Sales in ment. In euro terms, revenues in Asia also grew 35% to as well as the first-time consolidation of the Reebok segdouble-digit increases at adidas and TaylorMade-adidas Golf neutral basis in the first nine months of 2006, driven by strong Sales for the adidas Group in Asia increased 35% on a currency

## Currency-Neutral Sales in Latin America Up 54%

from € 231 million in the prior year. € 2 million) in the first nine months of 2006. Currency-neutral strong sales growth in Brazil, Argentina and Chile. This rep-Brand adidas sales improved 35% on a currency-neutral strong increases at brand adidas as well as the first-time terms, this represents an increase of 40% to  ${\mathfrak S}$  322 million sales for the adidas Group excluding Reebok increased 32% TaylorMade-adidas Golf increased 51% to € 3 million (2005: while only a minor component in overall sales, increased America in 2006. In addition, sales at TaylorMade-adidas Golf, ness contributed € 52 million to adidas Group sales in Latin 2006 from  ${\Bbb C}$  224 million in 2005. Sales for the Reebok busiresents an increase of 43% in euro terms to € 319 million in basis in the first nine months of 2006, driven by particularly grew 62% to € 375 million in 2006 from € 231 million in 2005. consolidation of the Reebok segment. In euro terms, sales first nine months of 2006. This development mainly reflects nately by adidas, currency-neutral sales increased 54% in the in the first nine months of 2006 in Latin America. In euro 49% on a currency-neutral basis. In euro terms, revenues at In Latin America, where revenues are generated predomi-

€ 762 million in the first nine months of 2006 from € 639 mil-In euro terms, this represents an improvement of 19% to sales for the adidas Group excluding Reebok increased 18% 2006 from € 2.115 billion in 2005. Currency-neutral hardware also grew 21% to € 2.559 billion in the first nine months of terms, apparel sales for the adidas Group excluding Reebok Reebok increased 21% on a currency-neutral basis. In euro the prior year. Apparel sales for the adidas Group excluding lion in the first nine months of 2006 from € 2.361 billion in euro terms, this represents an increase of 12% to € 2.633 bitsales for the adidas Group excluding Reebok grew 10%. In 2006 from € 639 million in 2005. Currency-neutral footwear ment. In euro terms, the increase was 48% to € 945 million in categories at TaylorMade also contributed to this developcategory and solid growth rates in the metalwoods and irons brand adidas in particular due to improvements in the balls consolidation of the Reebok business. Double-digit growth at 45% on a currency-neutral basis, driven by the first-time Hardware sales in the first nine months of 2006 increased the first nine months of 2006 from € 2.115 billion in 2005 In euro terms, apparel sales grew 48% to § 3.137 billion in apparel were the main drivers of this positive development gories, in the adidas Sport Heritage division and in adidas Golf strong increases in all major adidas Sport Performance catefirst-time inclusion of Reebok's apparel business as well as sales increased 48% in the first nine months of 2006. The euro terms, footwear sales grew 59% to € 3.754 billion in 2006 from € 2.361 billion in 2005. Currency-neutral apparel in the Sport Heritage division and in adidas Golf footwear. In Sport Performance categories as well as double-digit increases Reebok business and strong growth rates in nearly all adidas 57%, mainly driven by the first-time consolidation of the months of 2006. Currency-neutral footwear sales increased All Product Categories Grow Strongly
Sales grew strongly in all product categories in the first nine

### Group Gross Profit Increases 42%

prior year. Excluding Reebok, gross profit grew by 15% to € 2.860 billion in the first nine months of 2006. of 2006 to reach € 3.518 billion versus € 2.481 billion in the result of the Group's strong top-line growth, gross profit for buying commission in an effort to support the transfer of the adidas Group sources softgoods for Salomon at a fixed ment with Amer Sports Corporation. Under this agreement, points to 48.0% in the first nine months of 2006, mainly as a excluding Reebok, gross margin decreased 0.5 percentage allocation in an amount of  $\mathfrak E$  64 million. For the adidas Group nine months includes negative impacts from purchase price Group average. In addition, Reebok's gross profit in the first age points to 44.9% of sales in the first nine months of 2006 the adidas Group rose strongly by 42% in the first nine months Salomon business activity to Amer Sports Corporation. As a result of lower margins arising from our cooperation agree-Reebok carries a significantly lower gross margin than the The gross margin of the adidas Group declined 3.6 percent where average gross margins are lower than in other regions, tion of Reebok. Due to its strong presence in North America (2005: 48.5%), mainly reflecting the first-time consolida-

## Royalty and Commission Income Grows Strongly

a new cycling license granted to Salomon's Mavic brand from of 2006 from € 34 million in 2005. ing Reebok grew 22% to € 41 million in the first nine months royalty and commission income for the adidas Group exclud ber of units sold and higher average royalty rates. In addition, currency-neutral basis as a result of both an increased numand increased royalty and commission income at brand adidas increased 81% on a currency-neutral basis, mainly driven by Royalty and commission income for the adidas Group 2006 onwards contributed to this development. In euro terms,  $oldsymbol{\varepsilon}$  34 million in the prior year. Royalty and commission income by 81% to € 62 million in the first nine months of 2006 from In euro terms, royalty and commission income also increased for the adidas Group excluding Reebok increased 21% on a the first-time consolidation of the Reebok business segmen

> as the strong growth of own-retail activities at brand adidas. ing expenditures related to the 2006 FIFA World Cup™ as well of sales, this equates to 36.1%, which is 0.1 percentage points Reebok increased by 17% to € 2.150 billion in the first nine sales, however, this equates to 35.1%, which is 0.9 percent expenditures at brand adidas related to 2006 FIFA World Cup<sup>TI</sup> development of both segments as well as higher marketing TaylorMade-adidas Golf which mirrored the strong top-line as a result of the first-time consolidation of the Reebok busi-Operating expenses, including selling, general and admini higher than the 2005 level of 36.0%, reflecting higher market months of 2006 from € 1.843 billion in 2005. As a percentage level. Operating expenses for the adidas Group excluding mainly reflects Reebok's lower average operating expense age points lower than the 2005 level of 36.0%. This decrease initiatives influenced this development. As a percentage of ness segment. In addition, increased spending at adidas and first nine months of 2006 from € 1.843 billion in 2005, mainly strative expenses (SG&A) and depreciation and amortization Operating Expenses as a Percentage of Sales Decrease [excluding goodwill], increased by 49% to € 2.750 billion in the

## Reebok Consolidation Drives Employee Growth

as at adidas in Asia. At September 30, 2006, the adidas Group ruary 1, 2006. In addition, new employees were primarily of 2005 when the Group employed 15,935 people. This strong added to support strong growth in adidas own retail as well increase is related to the consolidation of Reebok as of Feb. ous year's level of 15,385 and a 62% increase since the end people. This represents an increase of 68% versus the previ-At September 30, 2006, the adidas Group employed 25,877 excluding Reebok employed 17,981 people.

### Nine Months Gross Profit € in millions

2	Figure reflects continuing operations as a result of the divestiture of the Salomon business segment in 2005.     Including Reabok business segment from February 1, 2006 onwards.
3,518	
2,481	2005"

### Nine Months Operating Profit € in millions

	672 829
igure reflects continuing operations as a result of the divestiture of the Salamon usiness segment in 2005. Including Reebok business segment from February 1, 2006 onwards.	

첧 200

## Nine Months Income Before Taxes & in millions

### Operating Profit Grows 23%

 $\ensuremath{\varepsilon}$  672 million in 2005. Excluding Reebok, operating profit for the first nine months of 2006 to reach € 829 million versus gross margin and higher marketing expenditures related to 2006 from 13.1% in the prior year, reflecting the Group's lower ing expenses in a total amount of  $\ensuremath{\mathfrak{C}}$  71 million. For the adidas of Reebak, which carries a significantly lower operating mar (2005: 13.1%). This mainly reflects the first-time consolidation age points to 10.6% of sales in the first nine months of 2006 months of 2006 from € 672 million in the prior year. the adidas Group grew by 12% to € 752 million in the first nine however, operating profit for the adidas Group rose 23% in the 2006 FIFA World Cup™. As a result of strong sales growth, 0.5 percentage points to 12.6% in the first nine months of Group excluding Reebok, the operating margin decreased from purchase price allocation on cost of sales and operatgin than the Group average, and includes negative impacts The operating margin of the adidas Group declined 2.6 percent

## Reebok Acquisition Impacts Net Financial Expenses

outflow for this transaction occurred at the end of January This reflects the financing of the Reebok acquisition. The cash first nine months of 2006 from € 28 million in the prior year. Net financial expenses increased 335% to € 121 million in the

#### Financial Income Up 43%

position at the beginning of the first quarter of 2006 as a mainly reflects a strong improvement in the Group's cash result of the capital increase of adidas AG and the proceeds related to the divestiture of the Salomon business segment. nine months of 2006 from € 23 million in the prior year. This Financial income increased 43% to € 33 million in the first

this development, which is mainly related to the higher averof the weighted average interest rate also had an impact on result of the financing of the Reebok acquisition. An increase payment of the Reebok purchase price. This was a result of age interest rate of the financing instruments used for the first nine months of 2006 (2005: € 51 million), mainly as a Financial expenses increased 203% to € 154 million in the higher portion of fixed interest rate borrowings. the longer-term nature of these instruments as well as a Financial Expenses Increase due to Reebok Acquisition

### Income Before Taxes Up 10%

significant increase in net financial expenses related to the for the adidas Group increased 10% to € 709 million in the TaylorMade-adidas Golf segments, income before taxes (IBT) As a result of the operating improvements in the adidas and age points to 9.0% in 2006 from 12.6% in 2005, reflecting the percentage of sales, however, IBT decreased by 3.6 percent first nine months of 2006 from € 645 million in 2005. As a Reebok acquisition.

both conducted in the fourth quarter of 2005.

No Income/Loss From Discontinued Operations Incurred in the First Nine Months

throughout the Group.

rate, which declined 1.3 percentage points to 31.9% in 2006 was also positively impacted by the lower year-to-date tax

(2005: 33.2%) mainly due to a more favorable earnings mix

€ 431 million in 2005. The Group's strong sales increase was the main driver of this improvement. In addition, net income

12% to  $\in$  483 million in the first nine months of 2006 from The Group's net income from continuing operations increased Net Income From Continuing Operations Grows 12%

continued operations was incurred. This compares to a loss business segment, which was divested in October 2005 the first nine months of the prior year related to the Salomon from discontinued operations in the amount of  ${\mathfrak S}$  37 million in In the first nine months of 2006, no income or loss from dis

of shares from its joint venture partner. As a result, minority assumed full ownership of its brand adidas subsidiary in interests for Korea were only included until August 31, 2006 business. Effective September 1, 2006, the adidas Group lion in 2006 from € 7 million in the prior year. This increase The Group's minority interests increased 82% to € 13 mil Minority Interests Increase by 82% Korea, adidas Korea Ltd., by purchasing the remaining 49% Korea, as well as the first-time consolidation of the Reebok reflects higher minority interests at brand adidas, mainly in

11 includes 2) includin	2006*1 ::	2005" ::	2004" ::	2003 ::	2002 ::
1! Includes continuing and discontinued operations. 2! Including Reebok business segment from February 1, 2006 onwards.	2006***********************************				
	469	386	295	234	199

## Net Income Attributable to Shareholders Up 22%

The Group's net income attributable to shareholders increased 22% to € 469 million in 2006 from € 386 million in 2005. this strong development. the Salomon business in 2005 also had a positive impact on recurrence of losses from discontinued operations related to the adidas and TaylorMade-adidas Golf segments. The non-This improvement reflects the outstanding performance of

## Basic Earnings Per Share Increase 10%

of 2006 increased 11% to € 2.18 from € 1.97 in the prior year. average: 183,866,908). Diluted earnings per share from constock options exercised as part of Tranches II, III and IV of outstanding increased by 226,680 shares in the first nine on November 3, 2005. The Group's total number of shares versus € 2.10 in 2005 despite the capital increase conducted earnings per share from continuing and discontinued operanumbers of shares have been restated. The Group's basic existing adidas AG share being divided into four shares. All criteria were met for the first time at the end of the fourth tion to our outstanding convertible bond, for which conversion lion additional potential shares that could be created in rela-The dilutive effect mainly results from approximately 16 miltinuing and discontinued operations in the first nine months culation of basic earnings per share was 203,337,185 (2005 Consequently, the average number of shares used in the cal well as the conversion of one tranche of the convertible bond the Management Share Option Plan [MSOP] of adidas AG, as months of 2006 to 203,496,860 as a result of shares from tions increased 10% to € 2.31 in the first nine months of 2006 On June 6, 2006, adidas AG conducted a share split with each

quarter of 2004

## Subsequent Macroeconomic and adidas Group

apparel business to MacGregor Golf Company on October 24, we expect to influence our business materially going foradidas Group given the small size of the business involved outlet operations and is expected to be completed by the ward. With regard to Group-specific matters, we announced no major macroeconomic or sociopolitical changes which Between the end of the first nine months of 2006 and the pub-Developments adidas Golf segmental reporting. However, it will have a noticeable impact on the TaylorMade. end of 2006. This transaction only has a minor impact on the 2006. The transaction excludes existing GNC-related retail the planned divestiture of the Greg Norman Collection (GNC) lication of this report on November 9, 2006, there have been

## **Balance Sheet and Cash Flow**

which is consolidated as of February 1, 2006 includes the assets and liabilities for the Reebok business Compared to the prior year, our balance sheet now also Reebok Acquisition Impacts Balance Sheet Items

#### Total Assets Increase 73%

to the Reebok business. prior year, mainly as a result of the inclusion of assets related increased 73% to € 8.973 billion versus € 5.181 billion in the At the end of the first nine months of 2006, total assets

#### Inventories Up 42%

grew 5% (+9% currency-neutral), reflecting progress made to versus € 1.053 billion in 2005, largely as a result of the first-Group inventories increased 42% to € 1.498 billion in 2006 was 48%. Inventories for the adidas Group excluding Reebok Reebok business. On a currency-neutral basis, this increase reduce retail inventories in the emerging markets. time inclusion of € 395 million in inventories related to the

## Balance Sheet Structure" in % of total assets

<u>.</u>	heet:	1) For absolute figures see Consolidated Balance Sheet 2) Including Reebok business. 3) Restated due to application of IAS 32/IAS 39.
5,181	8,973	Total assets (& in millions)
::::::::::::::::::::::::::::::::::::::	14.2	Other assets
19.7	785533444 785334644 85376444	
23.6	45.3	Fixed assets
20.3		
4.9		
	21,3	Accounts receivable
	16.7	Inventories
	2.5	Cash and cash equivalents
2005 <sup>3)</sup>	200621	Assets

# Balance Sheet Structure" in % of total liabilities and equity

Total liabilities and equity (€ in millions) 8,973	Total equity	Other liabilities	Long-term borrowings	Accounts payable	Liabilities and equity 2
,973	32.2	27.8	33.2	<b>6</b>	2006 23
5,181	39.4	10.2 22.3			2005 <sup>31</sup>

11 For absolute figures see Consolidated Balance Sheet 21 including Reebok business.
3) Restated due to application of IAS 32/IAS 39.

#### Receivables Grow 57%

€ 1.914 billion at the end of the first nine months of 2006 first-time inclusion of receivables totaling € 612 million Group receivables grew 57% (+62% currency-neutral) to the third quarter of 2006. neutral), which is lower than the strong sales growth during Group excluding Reebok increased 7% (+10% currencyrelated to the Reebok business. Receivables for the adidas versus € 1.220 billion in the prior year, primarily due to the

### Other Current Assets Up 40%

end of the first nine months of 2006 from  $\ensuremath{\mathfrak{E}}$  442 million in 2005, Other current assets increased 40% to € 617 million at the to increased tax receivables and prepaid expenses. the adidas Group excluding Reebok were up 13%, mainly due lion related to the Reebok business. Other current assets for mainly due to other current assets in an amount of € 119 mil-

### Fixed Assets Nearly Triple

of the first nine months of 2006 versus € 1.023 billion in 2005, lion. Currency effects had a negative impact on fixed assets tion of  ${\mathfrak C}$  180 million and disposals in an amount of  ${\mathfrak C}$  3 mil were partly counterbalanced by depreciation and amortizaadditions of  $\ensuremath{\mathfrak{C}}$  272 million in the first nine months of 2006 lion related to trademarks and goodwill, respectively. Other capitalized in amounts of € 1.745 billion and € 1.141 bil result of purchase price allocation, intangible assets were primarily related to the first-time inclusion of Reebok. As a Fixed assets increased by 298% to € 4.067 billion at the end

	At September 30     Includes continuing and discontinued operations.     Including Reebok business.
8,973	2006** ;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;
5,181	2005** (
	Total Assets <sup>11</sup> © in millions

Net Borrowings" € in millions	
**************************************	657
2006 <sup>21</sup> ;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;	2,728
I) At September 30 2) Including Reebok business.	

Shareholders' Equity <sup>11</sup> © in millions	
2005"	2,014
2006*1 (311111111111111111111111111111111111	2,885
1) At September 30 2) Restated due to application of IAS 32/IAS 39, 3) Including Reebok business.	

## Other Non-Current Assets Decrease 4%

Other non-current assets decreased by 4% to  $\varepsilon$  118 million at the end of the first nine months of 2006 from  $\varepsilon$  123 milassets for the adidas Group excluding Reebok decreased 8%. paid promotion contracts which more than compensated the lion in 2005, mainly due to a lower non-current portion of prefirst-time consolidation of the Reebok business. Non-current

61.9 percentage points to 94.6% in 2006 versus 32.6% in 2005. around € 170 million for the buyback of Reebok's major prop-€ 3.2 billion for the acquisition of Reebok International Ltd. tion, the Group's net debt increased by € 3.279 billion. Compared to the 2005 year-end net cash level of € 551 mil-As a consequence, the Group's financial leverage increased by erties in the USA and in Europe influenced this development. (USA), paid on January 31, 2006. In addition, the payment of up 315% or € 2.070 billion versus € 657 million in the prior Net Borrowings at € 2.728 billion

Net borrowings at September 30, 2006 were € 2.728 billion, year. This increase was driven by the payment of around

## Other Non-Current Liabilities Decrease 3%

the adidas Group excluding Reebok decreased 4%. activities within the Group. Other non-current liabilities for negative fair values of financial instruments used for hedging in 2005, primarily due to a decreased non-current portion of at the end of the first nine months of 2006 from € 26 million Other non-current liabilities decreased 3% to € 25 million

### Equity Base Further Strengthened

ally, the majority of net income was retained. prior year figure in accordance with revised IFRS. Addition-November 2005. This also includes the adjustment of the and mainly reflects the capital increase which took place in Shareholders' equity rose 43% to € 2.885 billion at the end of the first nine months of 2006 versus € 2.014 billion in 2005

reflecting increases in long-term borrowings to finance the inflow from financing activities totaled € 1.392 billion, mainly and equipment, such as the investment in adidas own-retail acquisition of Reebok as well as spending for property, plant lion of net cash for investing activities mainly related to the In the first nine months of 2006, the Group used € 2.784 bit. Operating Cash Flow Reflects Seasonality of Business in accordance with the seasonality of the business. Cash lion and was primarily used to finance working capital needs activities. Cash inflow from operating activities was € 105 milacquisition of Reebok.

a result of a higher proportion of own-retail activities, at adidas increased 15% driven by double-digit revenue Cup™ and the continued expansion of own-retail activimarketing spending associated with the 2006 FIFA World by increased operating expenses as a result of higher strong sales and gross margin increases were offset versus € 2.081 billion in the prior year. Operating margin and gross margin improvement, adidas gross profit rose ance sales margins, which more than offset higher input a more favorable product mix as well as higher cleargrowth in all regions. In euro terms, revenues also grew prior year. the first nine months of 2006 versus € 674 million in the ties. Operating profit increased by 16% to € 778 million in remained stable at 14.8% compared to the prior year as by 18% to € 2,462 billion in the first nine months of 2006 prices. As a result of the strong top-line development in the first nine months of 2006 (2005: 45.8%), mainly as Gross margin increased by 1.1 percentage points to 46.9% 15% to € 5.248 billion in 2006 from € 4.545 billion in 2005 In the first nine months of 2006, currency-neutral sales

#### Months of 2006 Currency-Neutral Sales Up 15 % in the First Nine

and 36% in euro terms to € 740 million (2005: € 545 million) increases in comparable store sales and new store openings months of 2006. This increase was driven by both double-digit and accounted for 14% of brand adidas sales in the first nine own-retail activities rose 35% on a currency-neutral basis months of 2006 from € 4.545 billion in 2005. Sales for adidas double-digit sales increases in all regions. In euro terms, ment improved 15% on a currency-neutral basis driven by In the first nine months of 2006, revenues for the adidas seg revenues also grew 15% to  $\mathfrak E$  5.248 billion in the first nine

Sport Performance Division Grows 14%
Sport Performance sales in the first nine months increased also improved 14% during the first nine months of 2006 to all major categories, in particular football which was posifootwear, apparel and hardware. Strong increases in nearly this development. In euro terms, Sport Performance sales tively impacted by the 2006 FIFA World Cup™, contributed to 14% on a currency-neutral basis driven by strong growth in

### Sport Heritage Division Up 15%

Sport Heritage sales also improved 15% to € 1.164 billion in digit growth rates in both footwear and apparel. In euro terms, strongly during the first nine months of 2006, up 15% com-Currency-neutral sales in the Sport Heritage division grew 2006 from € 1.009 billion in 2005. pared to the prior year. This increase was driven by double-

### Sport Style Sales Grow Strongly

also improved 40% to € 23 million in the first nine months of reflects positive market reaction to a strong product range. 2006 versus € 17 million in the prior year. This development Sport Style sales increased 40% on a currency-neutral basis in the first nine months of 2006. In euro terms, revenues

### adidas at a Glance E in millions

Nine Months Nine Months 2006 2005 Change	Nine Months Nine Months 2006 2005	Change
Not sales 5.248 4.545 15%	575.7	15%
Gross margin 46.9% 45.8% 1.1pp	45.8%	1 1pp
Operating profit 778 674 16%	674	16%

### Nine Months adidas Net Sales € in millions

5,248	9005
4,545	2005
4,155	7004
4,017	2003
4,050	<u>1002</u>

### adidas Net Sales by Region € in millions

43%	224	Latin America 319 224	Latin America
20%	959	Asia 1,149 959 20%	Asia
14%	903	North America 1,029 903 14%	North America
11%	2,438	2,715	Europe
•			
Change	2005	<b>2006</b> 2005 Change	
	Nine Months	Nine Months Nine Months	

#### Gross Margin at 46.9%

a result of this margin improvement coupled with a strong topsales margins, which more than offset higher input prices. As mainly due to positive effects from increased own-retail activito 46.9% in the first nine months of 2006 from 45.8% in 2005 lion in the first nine months of 2006 from € 2.081 billion in line development, adidas gross profit grew 18% to € 2.462 bil ties, a more favorable product mix as well as higher clearance The adidas gross margin increased by 1.1 percentage points

## Royalty and Commission Income Grows 27%

new cycling license granted to Salomon's Mavic brand from an increased number of units sold and higher average royalty from € 44 million in 2005. This increase was driven by both sion income at brand adidas grew by 27% to € 55 million 2006 onwards. increase in royalty and commission income is partly due to a from the TaylorMade-adidas Golf segment. Furthermore, the rates as well as increased intra-Group royalties, received During the first nine months of 2006, royalty and commis-

## adidas Net Sales by Quarter € in millions

2005	1,512
2006	1,776
2005	1,304
2006	1,532
2005	1,729
2006	1,941
2005	1,316
2006	

8 8

2 2

Q2 22

9 9

## adidas Operating Profit by Quarter € in millions

20	04 2005 04 2006
324 365	Q3 2005 Q3 2006
92 135	Q2 2005 Q2 2006
258 279	Q1 2005 Q1 2006

## 2006 FIFA World Cup™ Impacts Operating Expenses

marketing working budget expenditures associated with the the first nine months of 2006 from € 1.451 billion in 2005. adidas operating expenses grew 20% to € 1.738 billion in the first nine months of 2006 (2005: 31.9%). ing expenses increased 1.2 percentage points to 33.1% during adidas own-retail activities. As a percentage of sales, operat-2006 FIFA World Cup™ as well as the continued expansion of This operating expense increase primarily reflects higher

### Operating Profit Increases 16%

offset higher operating expenses as a percentage of sales. gin remained stable at 14.8% compared to the prior year. This € 778 million versus € 674 million during the same period in Operating profit for the adidas segment increased 16% to was a result of the improved sales and gross margin which During the first nine months of 2006, adidas operating marthe prior year.

#### Reebok

7.7% in the period from February to September 2006. gross margin was 38.3% and the operating margin was Excluding effects from purchase price allocation, Reebok's cation. As a result, Reebok's operating margin was 3.9%. profit was € 71 million in 2006, including negative effects negative impact on profitability in the Reebok segment. dation of Reebok within the adidas Group had a significant neutral sales for the Reebok segment decreased 9% in a total amount of € 71 million from purchase price allo-February to September 2006 was € 636 million. Operating adidas Group. Gross profit for Reebok in the period from related to the first-time consolidation of Reebok within the tive effects of € 64 million from purchase price allocation Reebok's grass margin was 34.8% in 2006, including nega-Purchase price allocation related to the first-time consoli-7% to € 1.828 billion in 2006 from € 1.970 billion in 2005. versus the prior year. In euro terms, revenues declined In the period from February to September 2006, currency-

> Group in 2005, these figures were not included in the reported US-GAAP and not IFRS. As Reebok was not part of the adidas on a sales level in this section. These results are based on As a result, comparable prior year figures are only shown nization of the useful lives of tangible and intangible assets the reported results. Accounting changes at Reebok relate, year is not meaningful as the applicable accounting standards transferred to the TaylorMade-adidas Golf segment. In addito brand adidas and the Greg Norman business has been NBA and Liverpool licensed business has been transferred eight months of Reebok's results are consolidated and the are not comparable with last year's reported results, as only Rockport, Jofa, CCM, Koho and Rbk Hockey. Reebok's results shown in the Reebok segment, including the brands Reebok, of February 1, 2006. The performance of this business is subsidiaries is consolidated within the adidas Group as The business of Reebok International Ltd. (USA) and its First-Time Consolidation of the Reebok Business Segment prior year results of the adidas Group. impacts related to purchase price allocation are included in tion, the comparability of current year results with the prior for example, to the classification of leases and the harmohave changed from US-GAAP to IFRS and significant negative

### Reebok at a Glance" E in millions

Nine Months Nine Months 2006 2005 Change	Nine Months 2005	Change
Net sales 1,828 1,970 <sup>21</sup> (7%)	1.970²	(7%)
Gross margin 34.8%		1
Operating profit		
<ol> <li>Only includes eight months of the nine-month period.</li> <li>Not consolidated within the adidas Group, Reebok prior year results are based on US-GAAP and not IFRS.</li> </ol>	od. prior year results are l	based on

### Reebok Net Sales by Region<sup>11</sup> € in millions

1  Only includes eight months of the nine-month period.	1) Only incl
Latin America 52	Latin America
Asia 164	Asia
North America 1,060	North America
Europe 553	Europe
Nine Months 2006	

### Currency-Neutral Sales Down 9%

In the period from February to September 2006, sales for the Reebok segment decreased 9% on a currency-neutral basis as a result of sales declines at the Reebok brand in North America and Europe, which more than offset strong increases in Asia and Latin America. In euro terms, sales were down 7% to € 1.828 billion in 2006 from € 1.970 billion in 2005. This development, however, includes a sequential improvement in the Reebok segment with sales development in the third quarter visibly improved versus the first and second quarter performance.

Currency-Neutral Sales of Brand Reebok Decline 12% Sales of the Reebok brand were € 1.471 billion in the period from February to September 2006. This represents a decline of 12% on a currency-neutral basis, mainly due to lower sales of Reebok's lifestyle product offering and the transfer of the NBA and Liverpool licensed business to brand adidas.

Rockport Sales Grow 6% on a Currency-Neutral Basis Rockport sales were € 218 million in the period from February to September 2006. This represents an increase of 6% on a currency-neutral basis, mainly driven by new initiatives in the Men's collections Urban, Works and Capital as well as strong growth in the Women's category.

Currency-Neutral Sales of The Hockey Company Up 16% Sales of The Hockey Company were € 140 million in the period from February to September 2006. This represents an increase of 16% on a currency-neutral basis, mainly reflecting a strong product offering and the absence of last year's NHL players' strike which negatively impacted sales of NHL licensed products in 2005.

## Gross Margin Impacted by Negative Purchase Price Allocation Effects

Reebok's gross profit was € 636 million in the period from February to September 2006, which reflects a gross margin of 34.8%. Gross profit, however, was significantly impacted by accounting effects of € 64 million related to the purchase price allocation for the Reebok segment. Excluding these effects, the Reebok gross margin was 38.3%. This margin is lower than the adidas Group's average gross margin due to Reebok's overproportionate exposure to region North America, where average gross margins in our industry are generally lower than in other regions.

Royalty and Commission Income at € 20 million For the period from February to September 2006, royalty and commission income at Reebok was € 20 million. This relates primarily to royalty income for fitness equipment.

Purchase Price Allocation Impacts Operating Expense Level Reebok's operating expenses were € 585 million in the period from February to September 2006. As a percentage of sales, operating expenses reached 32.0%. Operating expenses were negatively impacted by purchase price allocation effects of € 7 million. Excluding these effects, Reebok operating expenses as a percentage of sales were 31.6%.

Purchase Price Allocation Effects Dilute Operating Margin The operating margin of the Reebok segment was 3.9% in the period from February to September 2006 primarily as a result of the significant negative accounting charge on cost of sales and operating expenses in a total amount of £71 million related to the purchase price allocation for the Reebok segment. Excluding this effect, Reebok's operating margin was 7.7% in 2006. Reebok's operating profit reached £71 million. Excluding negative effects from the purchase price allocation, operating profit was £142 million.

# TaylorMade-adidas Golf

of 2006 grew by 23% on a currency-neutral basis, driven by increased 0.2 percentage points to 7.6% in the first nine a result of the strong top-line development, gross profit time inclusion of the Greg Norman apparel business. As a summer promotional sales initiative as well as the first from 45.7% in 2005. This development was mainly due to centage points to 44.0% in the first nine months of 2006 solid increases in nearly all major product categories as Sales for TaylorMade-adidas Golf in the first nine months in 2006 from € 39 million in 2005. As a result, operating profit increased 29% to € 50 million leverage which more than offset the gross margin decline months of 2006 from 7.4% in 2005 due to operating expense 2006 from € 241 million in the prior year. Operating margin increased 20% to € 289 million in the first nine months of lower margins in the metalwoods category as a result of TaylorMade-adidas Golf gross margin decreased 1.7 perof 25% to € 658 million in 2006 from € 528 million in 2005 business. In euro terms, this represents an improvement well as the first-time inclusion of the Greg Norman appare

# Strong Sales Growth at TaylorMade-adidas Golf in the First Nine Months

€ 528 million in 2005. euro terms, revenues grew 25% to € 658 million in 2006 from apparel business, which contributed sales of  $\mathfrak E$  54 million. In egories as well as the first-time inclusion of the Greg Norman mance was driven by solid sales growth in nearly all major catby 23% in the first nine months of 2006. This strong perfor-Currency-neutral sales at TaylorMade-adidas Golf increased

#### Gross Margin at 44.0%

€ 289 million in the first nine months of 2006 from € 241 mil top-line development, however, gross profit increased 20% to in golf balls, putters and footwear. As a result of the strong effects were only partly compensated by increased margins which carries a lower than average gross margin. These as the first-time inclusion of the Greg Norman business, as a result of a summer promotional sales initiative as well due to lower margins in the metalwoods category primarily centage points to 44.0% in the first nine months of 2006 from 45.7% in the prior year. This development was mainly TaylorMade-adidas Golf's gross margin decreased 1.7 per

### Declines Modestly Royalty and Commission Income at TaylorMade-adidas Golf

these intra-Group royalties are correspondingly shown as of increased sales at adidas Golf, which are recorded in the tive € 12 million). This development was driven by higher by an increase in royalty income. Group royalties paid to the adidas segment was partly offset part of royalty and commission income. The increase in intra-TaylorMade-adidas Golf segment. In the adidas segment, intra-Group royalties paid to the adidas segment as a result declined 7% to negative € 13 million in 2006 (2005: nega-Royalty and commission income at TaylorMade-adidas Golt

## TaylorMade-adidas Golf at a Glance € in millions

month period.	nonths of the nine-	1) Includes Greg Norman apparel business for eight months of the nine-month period.
29%	39	Operating profit 50 39 29%
(1.7pp)	45.7%	Gross margin 44.0% 45.7% (1.7pp)
25%	528	Net sales 658 528 25%
***************************************		
Change	2005	20061
	Nine Months	Nine Months Nine Months

# Nine Months Taylor Made-adidas Golf Net Sales € in millions

1) includ	20061	2005	2004	2003	2002
1) Includes Greg Norman apparel business for eight months of the nine-month period	20061				
	658	528	£	497	516

## TaylorMade-adidas Golf Net Sales by Region © in millions

month period.	nonths of the nine-	1) Includes Greg Norman apparel business for eight months of the nine-month period.	1) Includes Greg Na
51%	2	Latin America 3 2 51%	Latin America
	149	Asia 181 149	Asia
•		403	North America
(8%)	77	Europe <b>71</b> 77 (8%)	Europe
***************************************			
Change	Nine Months 2005	Nine Months Nine Months 2006 <sup>41</sup> 2005 Change	

#### Decline Strongly Operating Expenses as a Percentage of Sales

of 2006. € 191 million in 2005 impacted by the first-time inclusion of Operating expenses at TaylorMade-adidas Golf increased due to the outstanding sales growth in the first nine months however, operating expenses declined strongly, decreasing 19% to € 227 million in the first nine months of 2006 from lower marketing expenditures as a percentage of net sales 1.7 percentage points to 34.4% (2005: 36.1%). This reflects the Greg Norman apparel business. As a percentage of sales,

operating expense leverage which more than offset the gross 2006 from 7.4% in 2005. This development was a result of the 0.2 percentage points to 7.6% during the first nine months of Operating Profit Grows 29%
The operating margin of TaylorMade-adidas Golf increased the strong top-line performance. months of 2006 from € 39 million in 2005, mainly driven by Golf improved strongly, up 29% to  $\varepsilon$  50 million in the first nine margin decline. The operating profit for TaylorMade-adidas

# TaylorMade-adidas Golf Net Sales by Quarter E in millions

٩	Includes Greg Norman apparel business for two months of the three-month period lincludes Greg Norman apparel business.
<u> </u>	04 2005
19.77	03 2005 ::::::::::::::::::::::::::::::::::
202	02 2005 ::::::::::::::::::::::::::::::::
149 201	01 2005 ::::::::::::::::::::::::::::::::::

İ	in millions	ylorM.	
	SUO	lylorMade-adidas Golf Operating Profit by Quarter	
		iidas G	
		olf Op	ı
		eratin	
		g Prof	
		it by a	
ı		uarte	
		7	

	1) Includes Greg Norman apparel business for two months of the three-month period. 2) Includes Greg Norman apparel business.	1) Includes ( 2) Includes (
		04 2005 04 2006
15		Q3 2005 Q3 2006 <sup>21</sup>
ಚ ಜ		Q2 2005 Q2 2006 <sup>21</sup>
2 =		01 2005 III

Group Management Report

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#### Outlook

Group is expected to approach € 500 million. of between 44 and 46% (between 47 and 48% excluding performance in 2006. Sales will reach € 10 billion for the be around 9% [between 10 and 10.5% excluding Reebok]. Reebak) and the Group's operating margin is forecasted to The Group's gross margin is expected to be in the range for the adidas Group excluding Reebok of around 12%. first time in the Group's history, supported by the first-time The adidas Group expects strong top- and bottom-line Net income attributable to shareholders for the adidas inclusion of Reebok and currency-neutral sales growth

## Global Economic Growth to Remain Strong

economic growth of more than 4%. strong domestic demand are forecasted to result in full year to be positive. Increased public spending across the region and more than 8%. In Latin America, economic prospects continue to continue to benefit from strong export demand and grow by remain strong. The region's emerging markets are expected 9% this year, as investment and export activity are projected to of economic policies. Growth in China is forecasted to exceed growth of 2 to 3% in 2006 despite its recent slowdown. The Japanese economy is forecasted to achieve macroeconomic expected to continue to grow solidly in the fourth quarter. The the back of solid corporate profits. The Asian economies are development. Full year growth is forecasted to be around 3% As a result, decreasing consumer confidence is likely to negaa significant slowdown in growth as corporate investment and global economic growth is expected to be around 5%. In Westpresidential elections are not likely to result in major changes as business investment is projected to continue to be strong on ter, however, is expected to remain largely unaffected by this tively affect private consumption. Growth in the fourth quargrowth is forecasted to slow due to the cooling housing market. full year growth is expected to exceed 2%. In the USA, economic private consumption are forecasted to continue to develop posin the middle of the year. Nevertheless, there are no signs of ing in tightened monetary policies and continued large global However, inflationary pressures in Europe and Japan resultsion of the first nine months in the last quarter of the year. The global economy is forecasted to continue the solid expaning markets will remain very strong. For the region as a whole, itively. The pace of economic expansion in the region's emergern Europe the uptrend is believed to have reached its peak trade imbalances are risks to the downside. For the full year,

Mixed Outlook for Sporting Goods Industry

The outlook for the sporting goods industry for the rest of the

grow only moderately. In Latin America, prospects for the form robustly, whereas the Japanese market is projected to and other emerging markets are expected to continue to pergoods industry is forecasted to develop positively. The Chinese oriented styles is expected to continue. The Asian sporting between high-end marquee product and more fashion first nine months of the year. The polarization of the market industry is forecasted to further moderate compared to the competitive. In North America, growth of the sporting goods among retailers, the UK market is expected to remain highly recent initiatives by suppliers to limit promotional activity football sales at the end of 2005 will not be repeated. Despite Western European countries where strong World Cup related kets, the industry is expected to grow only moderately in the growth rates are projected for the region's emerging marto continue to be highly differentiated by region. While solid year is mixed. In Europe, market development is forecasted industry continue to be positive.

growth rates for the full year. which is visibly higher than both macroeconomic and industry neutral sales growth for the adidas Group excluding Reebok retail activities for our Group, we expect around 12% currencywell as the increasing importance of both at-once and ownthe year and the current backlog situation at brand adidas as a result of the strong performance in the first nine months of ment of the adidas and TaylorMade-adidas Golf segments. As by the first-time inclusion of Reebok and the strong develop-€ 10 billion for the first time in the Group's history, supported adidas Group Sales Expected to Reach © 10 Billion For the combined adidas Group, we expect sales to reach

## Low Double-Digit Sales Growth Expected for adidas Segment

currency-neutral sales growth for brand adidas in 2006. own-retail activities, we continue to expect low double-digit book and strong growth expectations for our at-once and strong first nine months performance, the positive order development of brand adidas backlogs. As a result of the Liverpool licensed business from Reebok to adidas had a categories training and tennis. The transfer of the NBA and in euros), driven by improvements in the Sport Performance Apparel backlogs grew 5% on a currency-neutral basis (+2% neutral basis. In euro terms, this represents a stable develop of 2006 increased 3% versus the prior year on a currency Backlogs for the adidas brand at the end of the third quarter positive impact of approximately 1 percentage point on the tennis and training categories as well as in Sport Heritage (-2% in euros), led by improvements in the Sport Performance ment. Footwear backlogs grew 2% in currency-neutral terms

21 Includes hardware backlogs

of 2006, with consolidation starting on February 1, 2006, to Consequently, we expect Reebok sales for eleven months 3 percentage points on Reebok's order backlog development the transfer of the NBA and Liverpool business from Reebok in Reebok's licensed and branded apparel business as well as style product offering. Apparel backlogs were down 19% on a of 2006 decreased 14% versus the prior year on a currency Mid-Single-Digit Sales Decline Expected for Reebok in 2006 decline at mid-single-digit rates versus the prior year on a to adidas. This transfer had a negative impact of approximately currency-neutral basis (-21% in euros) as a result of declines Footwear backlogs declined 11% in currency-neutral terms neutral basis. In euro terms, this represents a decline of 16% Backlogs for the Reebok brand at the end of the third quarter like-for-like basis. (-14% in euros), mainly due to decreases in Reebok's life-

٠	-	_
	and Region <sup>11</sup> in %	Development of adidas Order Backlogs by P
	2.	nt o
	*	adidas
		Order
		Backto
		žgs I
		by Product Catego
		Category

		rer-year.	At September 30, change year-over-year.	= ≱
0	12	2	Total <sup>21</sup> (8) 2 12 0	Total <sup>2)</sup>
2	14	4	Apparet (7) 4 14 2	Apparel
[2]	10	[2]	Footwear [7] [1] 10 [2]	e O
Total	Asia	America	Europe America Asia Total	
		2		

with customers.

# Currency-Neutral Development of adidas Order Backlogs by Product Category and Region 11 in %

		ver-year.	1) At September 30, change year-over-year. 2) Includes hardware backlogs.	1) At Septer 2) Includes
Ų	[6] 6 18 3	6	•	Total <sup>2)</sup>
ъ	20	9	Apparet (5)	Apparel
2	16	4	Footwear (5) 4 16 2	Footwear
Total	Asia	North America	North Europe America Asia Total	
				_

# Development of Reebok Order Backlogs by Product Category and Region<sup>11</sup> in %

		North	
Europe America Total	ope	America	Total
Footwear 3 (30) (14)	ω	(30)	(14)
Apparel [19] (25) (21)	[19]	[25]	31
Total <sup>21</sup> [6] (29) [16]			[2]

# Currency-Neutral Development of Reebok Order Backlogs by Product Category and Region 11 in %

2) Includes hardware backlogs.

2) Includes hardware backlogs

# TaylorMade-adidas Golf to Grow at Double-Digit Rates For TaylorMade-adidas Golf excluding the Greg Norman Collection, we expect double-digit sales growth on a currency-neutral basis in 2006. Although backlog information is not meaningful for this segment, our growth expectations are supported by trade show performance and ongoing dialog

# Accounting Effects to Negatively Impact Profitability of Reebok Segment by At Least & 80 Million

The accounting treatment of purchase price allocation will negatively impact the Reebok segment throughout 2006. This treatment, which requires us to assign fair values and take corresponding depreciation charges on acquired assets such as inventories, backlogs, contracts and patents, has no impact on our operating business or its free cash flow generation. These accounting charges will negatively affect our reported 2006 results by at least  $\epsilon$  80 million on the cost of sales and operating expense lines. More than  $\epsilon$  60 million of the total is included in the gross margin. The remaining negative effect of less than  $\epsilon$  20 million per year impacts the operating expenses and will diminish over the next six years.

expected to be in a range of between 44 and 46% in 2006 com be repeated in 2006. ing costs, enjoyed in the previous years, are not expected to commission. Further, positive currency effects on our sourc adidas Group sources softgoods for Salomon at a fixed buying with Amer Sports Corporation. Under this agreement, the between 47 and 48%, impacted by our cooperation agreement gin versus other regions. The gross margin for the adidas Reebok's gross margin is lower than the Group's average associated with purchase price allocation will have a visibly time consolidation of the Reebok business. One-time effects pared to 48.2% in the prior year, mainly as a result of the first The gross margin for the adidas Group including Reebok is Group Gross Margin Expected to be at Between 44 and 46% Group excluding Reebok is expected to decline modestly to margins due to the heavy weighting of North America in their negative impact on the gross margin in 2006. In addition, business mix, which carries a significantly lower gross mar-

#### adidas Group 2006 Targets

€ 480 - 490 million	Net income attributable to shareholders
ca. 9%	Operating margin ca. 9%
44 to 46%	Gross margin 44 to 46%
ca. € 10 billion	Sales

## adidas Group Excluding Reebok 2006 Targets

Operating margin 10 to 10.5%	Gross margin 47 to 48%	Sales growth ≥12%
0 10.5%	47 to 48%	≥12%

## Operating Margin Expected to be at Around 9%

growing adidas own-retail activities. keting expenditures related to the 2006 FIFA World Cup™ and Group's expected lower gross margin as well as higher maroperating margin of between 10 and 10.5% in 2006 due to the For the adidas Group excluding Reebok, we are projecting an Reebok business and impacts from purchase price allocation. in 2005, strongly impacted by the first-time inclusion of the an operating margin of around 9% in 2006 compared to 10.7% The adidas Group including Reebok is expected to generate

#### Full Year Net Income for the adidas Group to Grow at Double-Digit Rates

effects resulting from purchase price allocation, thus having Group related to the Reebok acquisition and the negative operations reported in 2005. Reebok's earnings are expected ability and the non-recurrence of the loss from discontinued as a result of top-line improvement, ongoing strong profit-€ 500 million (in a range between € 480 and € 490 million) to shareholders for the adidas Group is expected to approach Group for the sixth consecutive year. Net income attributable We expect double-digit growth in net earnings of the adidas an accretive impact. to exceed both the additional interest expenses for the adidas

### Consolidated Balance Sheet © in millions

S5,750 S S S S	73.2	5,181	8,773	Total liabilities and equity
**************************************				
2,712	41.7	2,041	2,892	Total equity
28	(73.0)		7	Minority interests
2,684	43.2		2,885	Shareholders' equity
1,854	17.4	1,861	2,185	Retained earnings
	100.0	•	Amounts directly recognized in equity relating to assets held for sale	Amounts directly recognized i
700	1220.1		496	Reserves
130	72.7	118	203	Share capital
0 E 0 E 0 E 0 E 0 E 0 E 0 E 0 E 0 E 0 E				
1,248	172.8			Total non-current liabilities
22	(2.7)		25	Other non-current liabilities
42	699.1			Deferred tax liabilities
148	9.0	142		Pensions and similar obligations
1,035	158,4	1,154	2,983	Long-term borrowings
				10000 - 21   41   41   41   41   41   41   41
1,790	29.5	1,735	2.247	Total current liabilities
1	(100.0)	159	***************************************	liabilities classified as held for
1,790	42.5	1,576	2,247	
190	41.6	176		Other current liabilities
634	58.7	634	ions 1,005	Accrued liabilities and provisions
283	61.6	239	386	Income taxes
684	14.8	528	606	Accounts payable
	***************************************			
5.750	73.2	5.161	8,973	Total assets
				indianal-content
1,384	258.7	1.307	6897	Total populations penate
122	(3.6)	123		Other non-current assets
195	211.2	***************************************		Deferred tax assets
114	(12.3)	128		Long-term financial assets
91	1880.8			Other intangible assets, net
436	243.8	4		Goodwill, net
424	81.4		at, net 666	Property, plant and equipment, net
	**************************************	***************************************	***************************************	- lorar cuttent abacts
4 367	10 A	7 877		Assets classified as field for sale
	[100.0]	663		Accore classified as hold for s
4.367	33.4	3,211	4,284	
586	39.6	442		Other current assets
1,230	42.3		1,498	Inventories
965	56.9	1,220	1,914	Accounts receivable
61	[87.1]	245	32	Short-term financial assets
1,525	(11.2)	252	224	Cash and cash equivalents
용 수 보면 수 보면 수 보다 수 없 수 있는				***************************************
рес. 31 2005	Change in %	Sep. 30 2005 <sup>11</sup>	Sep. 30 2006	

## Consolidated Income Statement © in millions

	Nine Months	Nine Months	Change	Nine Months 2006 (excl. Reebok)	Change (excl. Reebok)
	1000			***************************************	
Net sales	7,836	5,115	53.2%	5,954	16.4%
Cost of sales	4,318			3,094	17.5%
Gross profit	3,518	2,481		2,860	15.3%
1% of net sales)	£ 9%	48.5%		%0.87	(0.5pp)
Royalty and commission income	•	•	81.3%	<u>*</u>	21.6%
Selling, general and administrative expenses		1.770		2,056	16.2%
(% of net sales)	•			34.5%	(0.1pp)
Depreciation and amortization (excl. goodwill)	127	73		76	28.4%
Operating profit	829	672		752	11.8%
(% of net sales) 10.6%	10.6%	13.1%	(2.6pp)	12.6%	[0.5pp]
Financial income 33		23		P	
Financial expenses 154	•	•	20	• • • • • • • • • • • • • • • • • • • •	
	•	•			~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~
(% of net sales)	9.0%	;	[3,6pp]		
Income taxes	•	-	5.6%	4++++++++++++++++++++++++++++++++++++++	
1% of income before taxes)	•	33.2%			
Net income from continuing operations		431		******************************	
	•			* * * * * * * * * * * * * * * * * * * *	
Income from discontinued operations, net of tax		(37)			
Net income	•	394		*************************	***************************************
(% of net sales)	•	7.7%		***************************************	· · · · · · · · · · · · · · · · · · ·
Net income attributable to shareholders	•				
(% of net sales)	6.0%				***************************************
Net income attributable to minority interests	13	•	82.5%		171441141141141141141414141414141414141
Basic earnings per share from continuing operations (in ©) <sup>21</sup> 231	2.31	2.30	0.2%		THE
Diluted earnings per share from continuing operations (in €)2	2.18	2.16		**************************	
	221	2 10	%6.6		
Basic earnings per share from continuing and discontinued operations (in e.i.,	2.5			*******************	
Diluted earnings per share from continuing and discontinued operations (in €) 2	2.18	1.97	10.6%		***************************************
Rounding differences may arise in percentages and totals.  11 Restated due to application of IAS 32.  21 Figures adjusted for 1:4 share split conducted on June 6, 2006.					
All iguica eujuaista (et 1. e a) esta aprit curriore tra avera e, acces.					

## Consolidated Income Statement € in millions

	3rd Quarter 2006	3rd Quarter 2005 <sup>11</sup>	Change	3rd Quarter 2006 (excl. Reebok)	Change (excl. Reebok)
***************************************	***************************************	**************************************		***************************************	:
Zet sales	2,949	1,924	53.3%	2,154	11.9%
Cost of sales	1,622	990	63.8%		12.8%
Gross profit	1,327	934	42.1%		
(% of net sakes)	45.0%	48.5%	(3.5pp)	•	(0.4pp)
mission income	24			14	
ive expenses	896	606	•	667	10.0%
	•			31.0%	(0.5pp)
Depreciation and amortization (excl. goodwill)	46	25		35	40.1%
Operating profit	409	315	29.7%	349	10.6% ≠
(% of net sales)	•	•	(2.5pp)	<b>3</b>	[0.2pp]
Financial income	•		(38.9%)		
	•	15	254.7%		, , , , ,
Income before taxes	360	309	16.5%	•	아르아스 아마스 선생님 이 보는 것으로 보내가 되었다. 그 보내는 그 보내
(% of net sales)	12.2%	16.1%	(3.9pp)		그 아마는데 아무지 아이는 아마들은 아마들이 아마들에 가지 않는 것 같은 것 같
			8.7%		
	30.9%		[2.2pp]		
g operations ·		207	20.3%		
(% of net sales)	%7.8		(2.3pp)		经有条款 计工序 医性唇 医甲甲甲甲酚 计图片电影 医阴道性 医牙子 计进入分析法 医中毒试验 医耳奇耳氏 医肾炎性 医肾炎性 医肾炎性 医肾炎性 医乳蛋白素
Income from discontinued operations, net of tax			(100.0%)	•	보다는 아마는 모양 중에 따라 되었다. 보다 그 아무는 중에는 중에 한 것을 할 수 있는 것을 할 수 있는 것을 받는 것을 하는 것을 받는 것을 받는 것을 보다.
Net income	249	218	14.1%		
2	8.4%	11.3%	(2.9pp)		가능한 바 먹는 중 또 중 마 본 에 바 보 가 수 또 또 중 도 도 중 도 마 하 수 요 중 수 수 도 중 도 중 중 하 수 수 도 도 도 드 주
Net income attributable to shareholders	244.	· 215	13.3%		
(% of net sales)	8.3%	11.2%	(2.9pp)		化多数分离分离 医甲基氏 医电子 医中毒性 医甲状腺 医甲状腺素 医鼠虫病 医电流性 医乳中毒 医医甲毒乳性 医乳毒素 医乳毒素
Net income attributable to minority interests		3			
Basic earnings per share from continuing operations (in €) <sup>2)</sup>	1.20	7.77	8.1%		***************************************
Diluted earnings per share from continuing operations (in $\mathfrak E$ ) $^{oldsymbol{arphi}}$	1.12	1.03			
					에 보면
Basic earnings per share from continuing and discontinued operations lin €]2	1.20	1.17	2.5%		ub = 0 p = 0
Diluted earnings per share from continuing and discontinued operations (in $\mathfrak E$ ) $^2$	1.12	1.09	3.3%	***************************************	*****************************
Rounding differences may arise in percentages and totals.  11 Restated due to application of IAS 32.					
2) Figures adjusted for 1:4 share split conducted on June 6, 2006.					

## Consolidated Statement of Cash Flows € in millions

	Cash old Cash adolescend at Api Api Api
252	Cook and resh and invited to a provided
196	1.525
56	Decrease i/Increase in cash and cash equivalents
13	Effect of exchange rates on cash [14]
	The second of th
2/1	•
[186]	
9	
	Dividends to minority shareholders (4)
[60]	Dividend of adidas AG [66]
215	Increase in long-term borrowings
	Financing activities:
[124]	Net cash used in Investing activities
100	Interest received
(31)	Decrease/Increasel in investments and other long-term assets
(5.4) CJ	
7-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1	71
	quipment
(116)	Purchase of property, plant and equipment
[449]	
(19)	
X81	Net cash provided by total operating activities 105
[27]	Net cash used in discontinued operating activities
(20)	Net cash provided by continuing operating activities
218	
(133)	
(50)	IIIII
402	
272	[372] [Decrease]/Increase in accounts payable and other current liabilities
(72)	
[538]	Increase in receivables and other current assets (353)
741	
2	property, plant and equipment, net
53	Interest expense
(10)	Interest income
[10]	sses/Igainsl, net
	Depreciation and amortization
***************************************	Adjustments for:
040	income before taxes
	Operating activities:
2005	2006
Nine Months	Nine Months

Rounding differences may arise in percentages and totals.

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	2,892	7. 60	2,885	2,185	(18)	17, [12]	(212)	737	203	Balance at September 30, 2006 203
						***************************************	**********	***************************************		Recidssifications of minorities in accordance with IA3 32
				1	**************	******	************		*************************	
	4		0				***		, 4	Acquisition of Rechok - minority shareholders
	[32]	(32)	0							Acquisition of shares from minority shareholders
:	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		7			*****		6	0	Exercised share options
:		0	0		** + 1 * + 1	****		0	**************************************	
	0	•	0	[73]	****			0	73	Increase share capital due to share split
:	(70)		[66]	[66]	•	>				Dividend payment
	270	•	259	469	2	[58]	(751)			Total recognized income and expense for the period
	483	•	•	469						Net income
	(212)	[2]	[211]			[58]	(154)			Net income recognized directly in income
	*************************************							***************************************	***************************************	
,	2,712	•		1,854		44	[82]	731	130	Balance at December 31, 2005
	• • • • • • • • • • • • • • • • • • • •								***************************************	
. 1	•	27	2,014	1,860	(19)	57	(95)	76.	118	Balance at September 30, 2005
	*****				,					
:	2		• -	2						Reclassifications of minorities in accordance with IAS 32
:	01		•	•	*****	*******		9	0	Exercised share options
	[62]		[60]	(60)		* * * * * * * * * * * * * * * * * * *				Dividend payment
	528	10	518	386	(8)	102				Total recognized income and expense for the period
	394		386	386						Net income
	134	2	132		(8)	102	38			recognized directly in equit
	**********************			*****						
	1,564	20	1,544:	1,531	(11)	(3)	(133)	85	117	Balance at December 31, 2004
	: :									***************************************
	Total equity	Minority interests	shareholders' equity	Retained	comprehensive income		translation adjustments	Capital	Share	
			Total		2					

Rounding differences may arise in percentages and totals.

## Interim Financial Statements (IFRS) 34 Rule 12g3-2(b) File No. 082-04278

Consolidated Statement of Recognized Income and Expense  ${\mathfrak E}$  in millions

<b>Տep. 30</b> Տep. 3 <b>2006</b> 200	Sep. 30 2005
Net loss/fain on cash flow hadnes, net of lax	106
Net loss on net investments in foreign subsidiaries, net of tax	[4]
	[9]
	1
[156]	41
Net income recognized directly in equity (212)	134
ncome after taxes	
Total income and expense recognized in the financial statements	528
Attributable to shareholders of adidas AG 518	518
Attributable to minority interests	10
Rounding differences may arise in percentages and totals.	

# Notes to Consolidated Interim Financial Statements (IFRS) As at September 30, 2006

#### 1 ::: Basis of Preparation

The unaudited consolidated interim financial statements of adidas AG (formerly adidas-Salomon AG) and its subsidiaries (collectively the "Group") for the first nine months ending September 30, 2006 are prepared in accordance with International Financial Reporting Standards (IFRS) as adopted by the EU. The Group applied all International Financial Reporting Standards and Interpretations of the International Financial Reporting Interpretations Committee effective as at September 30, 2006.

The accounting policies used in the preparation of the interim financial statements are consistent with those in the annual consolidated financial statements for the year ending December 31, 2005 and are in line with IAS 34 "International Accounting Standard No. 34 - Interim Financial Reporting". The interim financial statements also comply with GAS 6 "German Accounting Standard No. 6 - Interim Financial Reporting".

As of January 1, 2006, the Company adopted the amendments to IAS 39. It is believed that this standard will not have a material impact on the Group's financial position, results of operations or cash flows. All other amendments and new IFRS effective from January 1, 2006, are not relevant to the Group's operations. The Group is currently analyzing the potential impacts of new and revised standards that will be effective for financial years after December 31, 2006.

Costs that are incurred unevenly during the financial year are anticipated or deferred in the interim report only if it would also be appropriate to anticipate or defer such costs at the end of the financial year.

These interim consolidated financial statements should be read in conjunction with the 2005 annual consolidated financial statements. The notes contained therein also apply to the quarterly financial statements and are not repeated unless explicit reference is made to certain changes. The results of operations for the first nine months ending September 30, 2006 are not necessarily indicative of results to be expected for the entire year.

#### 2 ::: Seasonality

The sales of the Group in certain product categories are seasonal and therefore revenues and attributable earnings may vary within the fiscal year. As adidas and Reebok brand sales account for over 90% of the Group's net sales, sales and earnings tend to be strongest in the first and third quarters of the fiscal year. However, shifts in the share of sales and attributable earnings of particular product categories, brands or the regional composition may occur throughout the year.

### 3 ::: Acquisitions of Subsidiaries

The adidas Group assumed full ownership of its subsidiary in India, adidas India Marketing Private Ltd., New Delhi (India), by purchasing the remaining 8.6% of shares effective January 17, 2006 for an amount of  $\mathfrak E$  2 million.

Effective January 31, 2006, the adidas Group assumed control of Reebok International Ltd., Canton, Massachusetts (USA), with all its direct and indirect shareholdings. The purchase price for 100% of the shares of Reebok International Ltd. was US\$ 3.8 billion ( $\mathfrak E$  3.2 billion), fully paid in cash.

The acquisition had the following effect on the Group's assets and liabilities

## Acquiree's Net Assets at the Acquisition Date € in millions

	937 192 193 193 193 193 193 193 193 193 193 193	Cash outflow on acquisition	Cash and cash equivalents acquired	Purchase price settled in cash	Goodwill arising on acquisition	Zer bisers	Minority interests	Other non-current liabilities	Deferred tax liabilities	Pensions and similar obligations	Other current liabilities	Accrued liabilities and provisions	ncome taxes		Borrowings	Other non-current assets	Deferred tax assets	ong-term financial assets		Property, plant and equipment, net	Other current assets	nventories	Accounts receivable	Cash and cash equivalents	Amount	
Purchase Price Allocation Allocation [74]		2,650	543	3,193	1,141	2,052	[4]	[2]	(651)	(6)	[197]	[380]	[84]	[109]	(506)	16	300	4	1,762	247	131	436	516	543	 Value	n Dir

The fair values of the identifiable assets and liabilities are determined only provisionally as the valuation process has not yet been finalized. Final allocation of the purchase price and the resulting goodwill will be completed in accordance with IFRS in the twelve-month period following transaction closing. Therefore, reported amounts may be subject to deviations.

Effective September 1, 2006, the adidas Group assumed full ownership of its brand adidas subsidiary in Korea, adidas Korea Ltd., Seoul (Korea), by purchasing the remaining 49% of shares for an amount of  $\varepsilon$  30 million.

### 4 ::: Discontinued Operations

On May 2, 2005, the Group announced the divestiture of the Salomon business segment to Amer Sports Corporation. The transaction was formally completed on October 19, 2005, with effect from September 30, 2005.

# Analysis of the result of discontinued operations € in millions

[37] [0.20] [0.19]	Income from discontinued operations, net of tax Basic earnings per share from discontinued operations (€) <sup>11</sup> Dituted earnings per share from discontinued operations (€) <sup>11</sup> [0.19]
(10) 9 (18)	Gain/flossI recognized on the measurement to fair value tess cost to set!
360 381 (21) (2) (19)	Net sales 340 Expenses 381 Income from discontinued operations before taxes (21) Income taxes [2] Income from discontinued operations after taxes [19]
Nine Months 2005	Nine Months 2005

1) Figures adjusted for 1:4 share split conducted on June 6, 2006

Notes 3

## Rule 12g3-2(b) File No. 082-04278

During the first nine months of 2005, discontinued operations used cash in investing activities in an amount of  $\mathfrak E$  9 million and provided cash by financing activities in an amount of  $\mathfrak E$  1 million.

The related assets and liabilities have been classified as held for sale.

## Assets/Liabilities Classified as Held for Sale E in millions

	:
Liabilities classified as held for sale 159	닙
Other non-current liabilities 3	유
Pensions and similar obligations	Pen
Accrued liabilities and provisions 70	Acc
Accounts payable and other current liabilities 74	A
	į
Assets classified as held for sale 663	ASS
Other non-current assets 30	유
Fixed assets	Ę.
Inventories 222	nve
Accounts receivable and other current assets 222	Ą
Sep. 30 2005	***************************************
	1

5 ::: Earnings Per Share

Basic earnings per share are calculated by dividing net income by the weighted average number of outstanding shares during the period. Due to the share split, conducted in June 2006, all numbers of shares have been restated by multiplying by four.

Dilutive potential shares have arisen under the Management Share Option Plan of adidas AG (MSOP), which was implemented in 1999, and the convertible bond issued in October 2003 as the required conversion criteria were fulfilled at the end of December 2004.

#### Earnings Per Share

1.97	2.18	Diluted earnings per share (€)
199,996,635	219,364,954	Weighted average number of shares for diluted earnings per share 219,
15,686,275	15,685,374	Assumed conversion convertible bond (weighted)
443,452	342,395	Weighted share options
183,866,908	203,337,185	Weighted average number of shares 203,337,185
394	478	Net income used to determine diluted earnings per share (€ in millions)
8	9	Interest expense on convertible band (net of taxes) (€ in millions)
386	469	Net income attributable to shareholders (€ in millions)
2.10	2.31	Basic earnings per share (€) 2.31 2.10
183,866,908	37,185	:=~:
386	469	Net income attributable to shareholders (€ in millions)
2005	2006	2006
Nips Months	Niss Marks	

For the calculation of earnings per share from continuing and discontinued operations, the weighted average number of shares as presented above has been used.

#### 6 ::: Segmental Reporting

In comparison to the 2005 Annual Report there is a new separate segment for the acquired Reebok business which includes the brands Reebok, Rockport, CCM, Koho, Jofa and Rbk Hockey. Additionally, the TaylorMade-adidas Golf segment includes the Greg Norman brand.

Financial information in accordance with the management approach is presented on pages 38 – 39 of this report.

#### Notes 3

## Rule 12g3-2(b) File No. 082-04278

#### 7 ::: Shareholders' Equity

June 6, 2006. Thereafter, on July 7, 2006, following the expiration of the fourteenth exercise shares associated with the thirteenth exercise period of Tranche I (1999), the eleventh exercise divided into 203,496,860 no-par-value bearer shares. September 30, 2006, the nominal capital of adidas AG therefore amounted to € 203,496,860, € 226,680 to a total of € 203,496,860, divided into 203,496,860 no-par-value bearer shares. At value bearer shares were issued. Accordingly, the nominal capital of adidas AG increased by period of Tranche V (2003) of the Management Share Option Plan, an additional 226,680 no-parperiod of Tranche III (2001), the sixth exercise period of Tranche IV (2002) and the third exercise period of Tranche I (1999), the twelfth exercise period of Tranche II (2000), the ninth exercise 11, 2006, the share split (at a ratio of 1 to 4) was finalized on the Frankfurt Stock Exchange on without the issuance of new shares, resolved upon by the Annual General Meeting held on May no-par-value shares of adidas AG. After registration of the increase of the nominal capital was increased by  ${\mathbb E}$  1,960 due to the conversion of one bond of the convertible bond into 490 period of Tranche IV (2002) and the second exercise period of Tranche V (2003) of the Manageperiod of Tranche II (2000), the eighth exercise period of Tranche III (2001), the fifth exercise result of the exercise of 55,300 stock options and the issuance of 55,300 no-par-value bearer ment Share Option Plan of adidas AG [MSOP]. Furthermore, in May 2006, the nominal capital In January 2006, the nominal capital of adidas AG was increased by a further  ${\mathfrak E}$  141,568 as a

#### 8 ::: Subsequent Events

Following the expiration of the tenth exercise period of Tranche III [2001], the seventh exercise period of Tranche IV [2002] and the fourth exercise period of Tranche V [2003] of the Management Share Option Plan, an additional 40,000 no-par-value bearer shares were issued effective October 9, 2006. Accordingly, the nominal capital of adidas AG increased by & 40,000 to a total of & 203,536,860, divided into 203,536,860 no-par-value bearer shares.

On October 24, 2006, the planned divestiture of the Greg Norman Collection (GNC) apparel business to MacGregor Golf Company was announced. The transaction excludes existing GNC-related retail outlet operations and is expected to be completed by the end of 2006. The Greg Norman Collection apparel business is part of the TaylorMade-adidas Golf segment and does not represent a separate major line of business.

Herzogenaurach, November 9, 2006 ::: The Executive Board of adidas AG

## Segmental Information by Brand € in millions

	Nine Months	Nine Months		3rd Quarter		7
	2006	2005	Change	9007		C.I.G.I.H.G.
adidas			***************************************			
Net sales	5,248	4,545	15.5%	1,941	1,729	
Gross profit	2,462	2,081	18.3%	925	797	16.0%
Gross margin	46.9%	45.8%	1.1pp	47.7%	46.1%	1.6pp
Operating profit	778	674	15.5%	365	324	12.7%
					•	***************************************
Reebok 11		V 주위한 최 및 수 최 및 수 및 수 및 수 및 수 및 수 및 수 및 수 및 수	4		:	
Net sales	1,828			778	************************	
Gross profit	636		***************************************	283		+=+++++++++++++++++++++++++++++++++++++
Gross margin	34.8%			•		
Operating profit	71			58		•
TaylorMade-adidas Golf <sup>2)</sup>	***************************************		*****************			
Net sales	658	528	24.7%	194		9.7%
Gross profit	289	241	20.0%	8	78	
Gross margin	40.0%	45.7%	(1.7pp)	*	43.9%	
Operating profit	50	39	28.8%	15	9	58.1%
HQ/Consolidation						
Net sales	101	41	145.4%	36		101.3%
Gross prafit	131	160	(17.7%)	z		[42.8%]
Operating profit	[70]	(40)	[74.3%]	(29)	8	
Total continuing operations						,
Net sales	7,836	5.115	53.2%		:	53.3%
Gross profit	3,518	2,481	41.8%	•		
Gross margin	24,9%	48.5%	(3.6pp)	45.0%		
Operating profit	829	672	23.3%		315	
Discontinued operations	***************************************			•		•
Net sales	':	360	(100,0%)		187	(100.0%)
Gross profit		137	[100.0%]		82	
Gross margin		38.2%		•	44.2%	[66.2pp]
Operating profit		(20)	100.0%		జ	[100.0%]
Total				1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		6
Net sales	7,836	5,474	43.1%		2,111	39.7%
Gross profit	3,518	2,619	34,3%		1,017	30.5%
Gross margin	44.9%	47.8%	[2.9pp]	45.0%	48.2%	[3.2pp]
Operating profit	829	652	27.2%	409	348	17.4%
	************************					

Rounding differences may arise in percentages and totals.
1) Only includes eight months of the nine-month period.
2) 2006 figures include Greg Norman apparel business.

## Segmental Information by Region € in millions

	Nine Months	Nine Months	Change in %		3rd Quarter 2005	Change in %
		***************************************		***************		
			1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0			e de la companya de l
Net sales 3,339	3,339	2,537	31.6	1,335	968	37.9
						てきさく じゅうしょ ちゅうに はっち とはっち となる このなる なかがら なっち かっしゅ なかば おうしゃ ちゅうじゅう ちょうしょう しょうしょう しょうしょう しょうしょう しょうしょう しゅうしゅう
North America						
Net sales			107.2	900		101.9
Asia						中央技术的电话 医电子性性 化二甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基
Net sales	1,494	1,111	34,6	530		31.8
						化化二甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲
Latin America						化电子电子 医多克克氏 医电子
Net sales 375		231	62.3	133		39.9
				· · · · · · · · · · · · · · · · · · ·		
HQ/Consolidation			=			
Net sales 136		33	310.4	50	13	13 297.9
						TERREPO E POPO POPO POPO GA TRES DE POPO POPO POPO POPO POPO POPO POPO P
Total continuing operations						
Net sales	7,836	5,115	53.2	2,949	1,924	53.3
		***************************************	***************************************			***************************************
Discontinued operations			***************************************			
Net sales		360	(100.0)		187	[100.0]
Total	-	ų.				
Net sales	7,836	5,474	43.1	2,949	2,111	2,111 39.7
Rounding differences may arise in percentages and totals.						

#### **Executive Board**

Herbert Hainer Chairman and Chief Executive Officer

Glenn Bennett Global Operations

Robin J. Stalker
Chief Financial Officer

Erich Stamminger adidas Brand President and Chief Executive Officer

#### Supervisory Board

Henri Filho Chairman

Dr. Hans Friderichs Deputy Chairman

Fritz Kammerer<sup>11</sup>
Deputy Chairman

Sabine Bauer II

Dr. iur. Manfred Gentz

lgor Landau

Roland Nosko"

Hans Ruprecht 11

Willi Schwerdtle

Heidi Thaler-Vehil

Christian Tourres

Klaus Weiß<sup>II</sup>

1) Employee representative

Management Boards

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Rule 12g3-2(b) File No. 082-04278

Biographical information on Executive Board members as well as mandates for all members of both the Executive and Supervisory Boards are available in the 2005 annual report and at www.adidas-Group.com.

# Financial Calendar 2006/2007

March 2, 2006 2005 Full Year Results ::: Analyst and press conferences ::: Press release, conference call and webcast

April 11, 2006

Investor Day - adidas Group Strategy and Brand Positioning ::: Webcast

May 9, 2006
First Quarter 2006 Results ::: Press release, conference call and webcast

May 11, 2006

Annual General Meeting in Fürth (Bavaria), Germany !!! Webcast

May 12, 2006

Dividend paid

August 9, 2006

First Half 2006 Results ::: Press release, conference call and webcast

November 9, 2006

Nine Months 2006 Results ::: Press release, conference call and webcast

March 7, 2007

2006 Full Year Results ::: Analyst and press conferences ::: Press release, conference call and webcast

May 8, 2007

First Quarter 2007 Results ::: Press release, conference call and webcast

May 10, 2007

Annual General Meeting in Fürth (Bavaria), Germany ::: Webcast

May 11, 2007

Dividend paid<sup>1)</sup>

August 8, 2007
First Half 2007 Results ::: Press release, conference call and webcast

November 8, 2007

Nine Months 2007 Results ::: Press release, conference call and webcast

1) Subject to Annual General Meeting approval

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.and NIRI (National Investor Relations Institute, USA). adidas is a member of DAI (German Share Institute), DIRK (German Investor Relations Association)

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